

# FINANCIAL TIMES

World Business Newspaper <http://www.ft.com>

THURSDAY JULY 23 1998



**Germany**  
**Bavarian farmers**  
**take on Agenda 2000**  
Page 3



**Sanctions on Iraq**  
**Why UN team is facing**  
**tough questioning**  
Page 4



**Bundesbank's 50 years**  
**'Buba has written the**  
**central banking textbook'**  
Personal View, Page 14

**Today's surveys**  
World Tourism  
Courier Services  
Separate sections

## WORLD NEWS

### Ethnic Albanians demand withdrawal of Yugoslav troops before talks open

Political leaders of Kosovo's ethnic Albanian majority rejected Yugoslav president Slobodan Milosevic's offer of talks and demanded that he first withdraw his troops from the Serbian province. Page 2

**US aid falls sharply**  
US aid payments to developing countries fell to barely a tenth of the level recommended by the United Nations. OECD figures suggest that US assistance fell by around \$3.2bn last year to just over \$6bn. Page 6

**US and China near warheads deal**  
China and the US are in the final stages of talks on an agreement not to aim nuclear warheads at each other's countries. Page 8

**Setback for world court**  
Hopes of setting up an independent international criminal court suffered a setback when the US made clear that any court proceedings would have to be initiated by the United Nations. Page 6

**Settlers demand troops stay**  
Israel's Jewish settlers are planning demonstrations to prevent prime minister Benjamin Netanyahu from pulling back troops from some of the West Bank. Page 4

**Weather hits Russian grain**  
Recent hot weather may lead to drought in several parts of Russia and looks certain to cut the 1998 grain harvest to below last year's, meteorologists said.

**Hutu reject ceasefire call**  
Burundi's Hutu-led government called for a ceasefire, but Hutu rebels rejected the move at peace talks in Tanzania. Page 18

**Call for US troop withdrawals**  
The Washington-based Economic Strategy Institute recommended that the US should consider withdrawing most of its troops from Japan and Korea. Page 6

**Life for Spielberg stalker**  
Jonathan Norman, 31, convicted of stalking film director Steven Spielberg with plans to rape him, was sentenced to 25 years to life by a court in Santa Monica, California.

**'Lip service' paid to human rights**  
Amnesty International said in its annual report that governments paid only lip service to human rights. Page 4

**Presidents to intervene**  
Four African presidents will visit Ethiopia and Eritrea to try to resolve a border conflict that Ethiopia says is worsening. Page 4

**Greece demands marbles inquiry**  
Greece stepped up demands for an inquiry into damage caused to the Elgin Marbles during cleaning at the British Museum more than 60 years ago. The museum has held the marbles since 1816. Greece is seeking their return.

**Indian floods kill 70**  
At least 70 people have been killed by landslides and floods in north-east India this month. The government blamed deforestation for the deaths.

**Clinton backs Hollywood**  
US president Bill Clinton plans to lobby China to allow Hollywood film studios greater access to its market. Page 8

**Citizen Kane takes top title**  
US film industry luminaries named Citizen Kane as top title among The 100 Greatest American Films of All Time. Page 6

## BUSINESS NEWS

### Thorn sells US arm to Renters Choice for \$893m and says investors will gain

Thorn, the troubled group that owns Radio Rentals in the UK, sold its US operations to Nasdaq-listed Renters Choice for \$893m (\$893m) and promised to return a substantial part of the proceeds to shareholders. Page 17; Comment, Page 23

**Bilfinger, the mining and metals group, said it intended to buy back up to 10 per cent of its shares, at a cost of \$500m at present prices. The shares moved up but remained well below their peak and the level last July when Bilfinger was spun off from Gencor of South Africa. Page 17; Lex, Page 16**

**Agco of the US, one of the world's big four agricultural machinery makers, said it was interested in buying privately owned Claas of Germany, Europe's top producer of combine harvesters. Page 22**

**Electricidade de Portugal, the national power utility, said the retail tranche of its global offering of 18 per cent of the company was more than 17 times oversubscribed after two days of pre-registering orders. Page 18**

**Five forestry groups, four of them Scandinavian, are competing to build a \$960m pulp mill in Latvia in one of the biggest direct foreign investments in the Baltic region. About 42 per cent of Latvia is woodland. Page 17**

**American Express is to pay about \$1.65bn (\$1.65bn) for Havas Voyages, the Paris-based travel agency, in a move that will give it the largest network in France. Page 18**

**US farmers will lose \$200m worth of exports of corn to the European Union this year because of resistance to genetically modified crops, Gue Schumacher, US undersecretary of agriculture, told the International Grains Council conference in London. Page 5**

**The European Commission postponed a decision on plans to increase subsidies to winemakers by at least 30 per cent. US officials said they would view the proposals "with concern". Page 2**

**UK power generators could face a monopolies commission investigation if the government - in trying to preserve a market for British coal - restricts competition with moves to stem development of gas-fired power stations, the industry regulator warned. Page 10**

**The credit derivatives market, which allows banks to trade and insure against the risk their borrowers will not repay them, more than tripled last year and is set to double again in 1998, according to a survey by the British Bankers' Association. Page 17**

**Telecom Italia chairman Gian Mario Rossignolo was reconfirmed in his post at the end of an 18-hour annual general meeting during which his management style came under repeated attack. Page 18**

**Canada has signed a trade and investment co-operation agreement with South America's Mercosur countries - Brazil, Argentina, Paraguay and Uruguay. Page 5**

**Euro Prices**  
A comprehensive statistical guide to the new euro currency zone, covering foreign exchange, bond and equity markets. Page 25

## US joins forces with Japan to put brakes on the yen's decline

Policy reversal in attempt to prevent Asia crisis worsening

By Stephen Fidler in Washington

The US and Japan yesterday jointly stepped in to reverse the yen's rapid decline in an attempt to prevent Tokyo's economic troubles from worsening Asia's financial crisis. It was the first currency market intervention by the US since 1995 and followed an announcement from Ryutaro Hashimoto, Japan's prime minister, that the government would speed up a restructuring of its heavily indebted banking system and accelerate efforts to boost the domestic economy, which is now in recession.

The yen, which on Monday dropped to an eight-year low against the dollar, responded to close in European trading at Y138.2 against the dollar, compared with Y144.2 the day before. Dealers estimated that the Federal Reserve spent more than \$2bn supporting the yen.

Robert Rubin, US Treasury secretary, said: "The US monetary authorities operated in the exchange market this morning in

the financial system, including the prompt disposal of bad assets". It would also accelerate implementation of a fiscal stimulus package and "reform both corporate and individual tax structures".

Stock markets around the world rallied on the prospect of action. Jean Michel Severino, World Bank vice-president for Asia and Africa, was reported as saying in Australia that Japan was "on the threshold of a deep and long recession" that could generate a global slump.

Washington also dispatched Lawrence Summers, Mr Rubin's deputy, to Japan to meet Japanese officials ahead of a weekend meeting in Tokyo of finance officials from the Group of Seven industrialised countries, and officials from some Asian countries.

Mr Summers was due to leave yesterday, accompanied by William McDonough, president of the Federal Reserve Bank of New York.

"It's a policy reversal, but I think a very healthy one," said C. Fred Bergsten, director of the

Washington-based Institute for International Economics. The yen's weakness was threatening the stability of currencies in Korea, Taiwan, China and elsewhere. "We were very close to the risk of an outbreak of competitive depreciations," he said.

He said the US-Japan intervention should be continued and should be broadened to include the other central banks of the G7. It had to be backed by policy action by the Japanese to stimulate the economy through a fiscal reform, such as a temporary abolition of the 5 per cent consumption tax, and a fundamental restructuring of the banking system to deal with bankrupt banks and the overhang of bad debts.



A Hong Kong stock exchange trader reacts to the stock rally Reuters

## Markets rally on back of support operation

By Philip Coggan in London

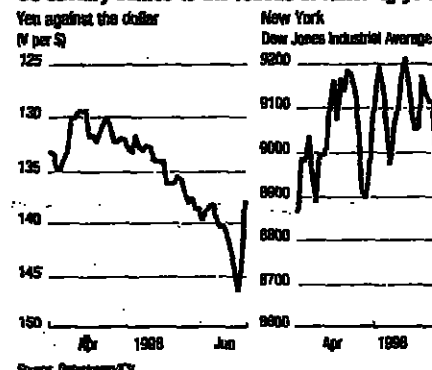
World equity markets rebounded sharply on the back of the yen support operation but US Treasury bonds slipped as the Bank of Japan sold part of its holdings to buy yen.

The jump in the yen to near Y137 against the dollar - and the hope that it would be followed by Japanese action to reform its economy - reversed some of the gloom that had beset Asian markets in recent weeks.

Investors had begun to fear that Japan might be slipping into a deflationary spiral. They were also concerned that the decline in the yen might force other countries, notably China and Hong Kong, into devaluation of their currencies.

But an early rise in the yen, even before intervention, helped Asian markets to rally. Hong

US cavalry comes to the rescue of faltering yen

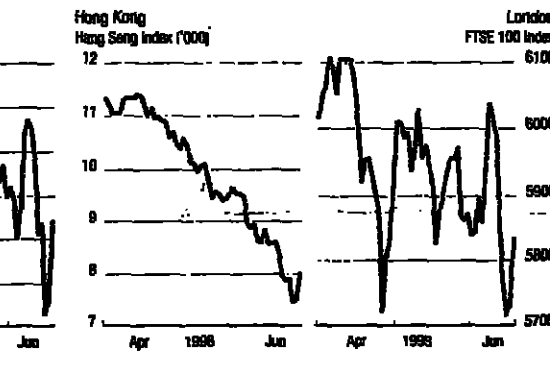


Kong gained 6.4 per cent and Korea 8.5 per cent.

Analysts said some of the Asian markets had been oversold in recent weeks and were due for a rebound. They added, however, that the region's economic problems were far from over.

Europe followed the Asian gains, with both Frankfurt and Paris rising about 2 per cent and the FTSE 100 index in London gaining 103 to 5,832.7.

Hong Kong Hang Seng Index (1998)



While the Tokyo market closed slightly down, with the Nikkei 225 average still below the 15,000 level, thanks to a slide in Long Term Credit Bank shares, Japanese stocks rebounded in London trading.

The momentum was maintained on Wall Street, with the Dow Jones Industrial Average quickly jumping 200 points, reversing Monday's loss. At 1pm New York time, the Dow was 188.58 points higher at 8,883.57. Fears that corporate profits would be squeezed by a collapse in Asian economies had weighed on US and European markets in recent weeks.

For the second time in a week, however, there was a sharp divergence between the performance of equities and bonds.

Last Thursday, the yield on the 30-year US Treasury bond slipped to a historic low. This was on the back of a "flight to safety" from shares in the face of the Asian crisis. Yesterday, the 30-year bond slipped by a point in early trading on Japanese sales, dragging European bond markets down with it.

## EU agrees deal on greenhouse gases

By Michael Smith in Luxembourg

European Union environment ministers yesterday struck a legally binding deal on how to cut greenhouse gas emissions across the 15-nation bloc by 8 per cent over the next 10-14 years.

Of the 15, Germany, Denmark and Luxembourg will have to make the biggest reductions.

At the end of two days of fraught negotiations, John Prescott, deputy prime minister of the UK, which holds the EU presidency, hailed a "historic agreement". He said it showed Europe was leading the way in turning the rhetoric of last year's Kyoto global warming pact into action.

Denmark warned it would be able to achieve its target of a 21 per cent cut only if the EU took more action collectively, such as introducing carbon taxes.

Ritt Bjerregaard, EU environment commissioner, warned that, without changes in transport and energy policies, it would be "very difficult" to reach the 8 per cent target. The European Commission has proposed a series of pollution-cutting policies, such as carbon taxes, which EU nations have failed to endorse.

The EU had to set targets following agreement at Kyoto, Japan, last year to cut, by the end of the next decade, emissions of six greenhouse gases - carbon dioxide, methane, oxides of nitrogen and three industrial gases - by 5 per cent compared with 1990

EU emission cuts

Commitments for cutting greenhouse gases agreed yesterday	%	Commitments for cutting greenhouse gases agreed yesterday	%
Belgium	-7.5	Luxembourg	-28
Denmark	-21	Netherlands	-6
Germany	-21	Austria	-13
Greece	+25	Portugal	+27
Spain	+15	Finland	0
France	0	Sweden	-4
Ireland	+13	UK	-12.5
Italy	-6.5		

Source: EU government

emissions. Growth in emissions of the gases has been blamed for global warming. Industry has warned that cutting emissions will cost it billions of dollars.

Under the deal Luxembourg will have to cut emissions by 28 per cent and Germany and Denmark by 21 per cent each.

The UK has agreed to cuts of 12.5 per cent, half a percentage point higher than it offered in a compromise it tabled as president earlier in the week.

The agreement allows four less-industrialised countries to increase emissions - Portugal by 27 per cent, Greece by 25 per cent, Spain by 15 per cent and Ireland by 13 per cent - more onerous than targets agreed in an EU deal in March 1997. Targets have been relaxed for those countries that must cut their emissions - France and Finland can keep emissions steady between 1990 and 2000.

## WORLD MARKETS

STOCK MARKET INDICES			
New York: London			
Dow Jones Ind. Av.	5948.26	(+184.09)	(+3.1%)
NASDAQ Composite	1778.89	(+25.77)	(+1.5%)
Europe: New York: London			
FTSE 100	5832.7	(+103.0)	(+1.8%)
DAX	4092.82	(+75.84)	(+1.9%)
IBEX 35	5708.36	(+117.79)	(+2.1%)
EURO STOXX 50	1475.39	(+103.0)	(+7.1%)
Asia: London: Tokyo			
Nikkei 225	12000.00	(+100.00)	(+0.8%)
Hang Seng	12000.00	(+100.00)	(+0.8%)
Shanghai	12000.00	(+100.00)	(+0.8%)
Commodities: New York: London			
Oil (WTI)	18.50	(+0.50)	(+2.7%)
Gold	380.00	(+5.00)	(+1.3%)
Platinum	1000.00	(+10.00)	(+1.0%)
Palladium	1500.00	(+15.00)	(+1.0%)
Copper	1.50	(+0.01)	(+0.7%)
Aluminum	1.00	(+0.01)	(+1.0%)
Zinc	0.80	(+0.01)	(+1.3%)
Nickel	0.60	(+0.01)	(+1.7%)
Lead	0.40	(+0.01)	(+2.5%)
Silver	0.30	(+0.01)	(+3.3%)
Iron Ore	10.00	(+0.10)	(+1.0%)
Coal	5.00	(+0.05)	(+1.0%)
Gas	2.00	(+0.02)	(+1.0%)
Electricity	1.00	(+0.01)	(+1.0%)
Heating Oil	1.50	(+0.01)	(+0.7%)
Distillate	1.20	(+0.01)	(+0.8%)
Crude Oil	1.80	(+0.02)	(+1.1%)
Refined Gasoline	1.60	(+0.01)	(+0.6%)
Jet Fuel	1.40	(+0.01)	(+0.7%)
Propane	1.10	(+0.01)	(+0.9%)
Butane	0.90	(+0.01)	(+1.1%)
Propane Gas	0.80	(+0.01)	(+1.3%)
Butane Gas	0.70	(+0.01)	(+1.4%)
Heating Oil	0.60	(+0.01)	(+1.7%)
Distillate	0.50	(+0.01)	(+2.0%)
Crude Oil	0.40	(+0.01)	(+2.5%)
Refined Gasoline	0.30	(+0.01)	(+3.3%)
Jet Fuel	0.20	(+0.01)	(+5.0%)
Propane	0.10	(+0.01)	(+10.0%)
Butane	0.05	(+0.01)	(+20.0%)
Propane Gas	0.02	(+0.01)	(+50.0%)
Butane Gas	0.01	(+0.01)	(+100.0%)
Heating Oil	0.00	(+0.01)	(+200.0%)
Distillate	0.00	(+0.01)	(+400.0%)
Crude Oil	0.00	(+0.01)	(+800.0%)
Refined Gasoline	0.00	(+0.01)	(+1600.0%)
Jet Fuel	0.00	(+0.01)	(+3200.0%)
Propane	0.00	(+0.01)	(+6400.0%)
Butane	0.00	(+0.01)	(+12800.0%)
Propane Gas	0.00	(+0.01)	(+25600.0%)
Butane Gas	0.00	(+0.01)	(+51200.0%)
Heating Oil	0.00	(+0.01)	(+102400.0%)
Distillate	0.00	(+0.01)	(+204800.0%)
Crude Oil	0.00	(+0.01)	(+409600.0%)
Refined Gasoline	0.00	(+0.01)	(+819200.0%)
Jet Fuel	0.00	(+0.01)	(+1638400.0%)
Propane	0.00	(+0.01)	(+3276800.0%)
Butane	0.00	(+0.01)	(+6553600.0%)
Propane Gas	0.00	(+0.01)	(+13107200.0%)
Butane Gas	0.00	(+0.01)	(+26214400.0%)
Heating Oil	0.00	(+0.01)	(+52428800.0%)
Distillate	0.00	(+0.01)	(+104857600.0%)
Crude Oil	0.00	(+0.01)	(+209715200.0%)
Refined Gasoline	0.00	(+0.01)	(+419430400.0%)
Jet Fuel	0.00	(+0.01)	(+838860800.0%)
Propane	0.00	(+0.01)	(+1677721600.0%)
Butane	0.00	(+0.01)	(+3355443200.0%)
Propane Gas	0.00	(+0.01)	(+6710886400.0%)
Butane Gas	0.00	(+0.01)	(+13421772800.0%)
Heating Oil	0.00	(+0.01)	(+26843545600.0%)
Distillate	0.00	(+0.01)	(+53687091200.0%)
Crude Oil	0.00	(+0.01)	(+107374182400.0%)
Refined Gasoline	0.00	(+0.01)	(+214748364800.0%)
Jet Fuel	0.00	(+0.01)	(+429496729600.0%)
Propane	0.00	(+0.01)	(+858993459200.0%)
Butane	0.00	(+0.01)	(+1717986918400.0%)
Propane Gas	0.00	(+0.01)	(+3435973836800.0%)
Butane Gas	0.00	(+0.01)	(+6871947673600.0%)
Heating Oil	0.00	(+0.01)	(+13743895347200.0%)
Distillate	0.00	(+0.01)	(+27487790694400.0%)
Crude Oil	0.00	(+0.01)	(+54975581388800.0%)
Refined Gasoline	0.00	(+0.01)	(+109951162777600.0%)
Jet Fuel	0.00	(+0.01)	(+219902325555200.0%)
Propane	0.00	(+0.01)	(+439804651110400.0%)
Butane	0.00	(+0.01)	(+879609302220800.0%)
Propane Gas	0.00	(+0.01)	(+1759218604441600.0%)
Butane Gas	0.00	(+0.01)	(+3518437208883200.0%)
Heating Oil	0.00	(+0.01)	(+7036874417766400.0%)
Distillate	0.00	(+0.01)	(+14073748835532800.0%)
Crude Oil	0.00	(+0.01)	(+28147497671065600.0%)
Refined Gasoline	0.00	(+0.01)	(+56294995342131200.0%)
Jet Fuel	0.00	(+0.01)	(+112589990684262400.0%)
Propane	0.00	(+0.01)	(+225179981368524800.0%)
Butane	0.00	(+0.01)	(+450359962737049600.0%)
Propane Gas	0.00	(+0.01)	(+900719925474099200.0%)
Butane Gas	0.00	(+0.01)	(+1801439850948198400.0%)
Heating Oil	0.00	(+0.01)	(+3602879701896396800.0%)
Distillate	0.00	(+0.01)	(+7205759403792793600.0%)
Crude Oil	0.00	(+0.01)	(+14411518807585587200.0%)
Refined Gasoline	0.00	(+0.01)	(+28823037615171174400.0%)
Jet Fuel	0.00	(+0.01)	(+57646075230342348800.0%)
Propane	0.00	(+0.01)	(+115292150460684697600.0%)
Butane	0.00	(+0.01)	(+230584300921369395200.0%)
Propane Gas	0.00	(+0.01)	(+461168601842738790400.0%)
Butane Gas	0.00	(+0.01)	(+922337203685477580800.0%)
Heating Oil	0.00	(+0.01)	(+1844674407370955161600.0%)
Distillate	0.00	(+0.01)	(+3689348814741910323200.0%)
Crude Oil	0.00	(+0.01)	(+7378697629483820646400.0%)
Refined Gasoline	0.00	(+0.01)	(+14757395258967641292800.0%)
Jet Fuel	0.00	(+0.01)	(+29514790517935282585600.0%)
Propane	0.00	(+0.01)	(+59029581035870565171200.0%)
Butane	0.00	(+0.01)	(+118059162071741130342400.0%)
Propane Gas	0.00	(+0.01)	(+236118324143482260684800.0%)
Butane Gas	0.00	(+0.01)	(+472236648286964521369600.0%)
Heating Oil	0.00	(+0.01)	(+94447329657392904



# WORLD NEWS

## EUROPE

### Kosovo ethnic crisis enters uneasy lull

By David Buchan in London and Ralph Atkins in Bonn

The Kosovo crisis entered an uneasy diplomatic lull yesterday, with distrustful western powers waiting for President Slobodan Milosevic to clarify and fulfil his promises in Moscow to ease repression and restart autonomy talks.

Nato said that the Yugoslav leader was "beginning to bend" to international pressure, but not enough to justify the alliance slowing its planning for possible armed intervention.

After meeting President Boris Yeltsin in Moscow on Tuesday, Mr Milosevic said he was ready to restart talks with the ethnic Albanians "on forms of autonomy" for Kosovo, but would only pull back his security forces "as terrorism subsides".

Of the demands set out by the six-nation Contact Group of the US, Russia and European powers, the key one is an end to security force action against civilians and "withdrawal of security units used for civilian repression".

This refers to special police with such weapons as rocket-propelled grenades and artillery that, as one UK diplomat put it yesterday, "are not normal police equipment". Their withdrawal could pave the way for the other.

The general western reaction yesterday was that Mr Milosevic's response was inadequate. The Yugoslav president's offers fell "substantially short" of Contact

### Ethnic Albanians demand Yugoslav troop withdrawal before talks

Political leaders of Kosovo's ethnic Albanian majority yesterday rejected an offer of renewed negotiations made by Slobodan Milosevic and demanded that the Yugoslav president first withdraw his troops from the Serbian province and end his "ethnic cleansing" of civilians, writes Guy Dimmore in Belgrade. A spokesman for Ibrahim Rugova,

"president" of the self-declared Republic of Kosovo, said only Nato intervention could create the pre-conditions for meaningful talks.

Mr Rugova's party broke off talks with Mr Milosevic this month after government forces launched an offensive against village strongholds of the rebel Kosovo Liberation Army, forcing over 50,000 ethnic Albanians to

leave their homes. Mr Milosevic made his offer on Tuesday after meeting Boris Yeltsin, the Russian president, in Moscow. The Yugoslav president also proposed that his forces would start withdrawing to their bases on the condition that the KLA ceased its attacks.

Western leaders, who have warned of possible Nato intervention, said Mr Milosevic had not gone far enough. A large armoured convoy of Yugoslav troops were seen yesterday taking up positions south of the provincial capital Pristina to secure the main north-south road. The area is close to Malleso and surrounding villages under KLA control where thousands of displaced Albanians have taken refuge.

The general European desire to give any Nato action UN cover was spelt out by the German cabinet, which yesterday declared any military intervention must have the "secure legal basis of a UN mandate".

The US may feel the need for UN approval less acutely, but would not want to act out of real uncertainty about what to do next.



Volker Rittig, German defence minister, who has expressed doubts about the Milosevic-Yeltsin agreement on Kosovo. Reuters

without the Europeans, said diplomats. The Contact Group has set no deadline for its latest demands, partly because of Mr Milosevic's habit of transforming dead lines into delays, and partly

out of real uncertainty about what to do next. Inaction by Mr Milosevic could cause a change of mood in Moscow if Russian leaders came to feel he had misled them.

### Hanwha sells stake in Greek bank

By Kerin Hope in Athens

The long-awaited consolidation of Greece's banking sector took a step forward yesterday with the sale by Korea's Hanwha group of a controlling stake in Bank of Athens to EFG Eurobank, part of the Laïtis shipping and oil refining group.

Officials at Bank of Athens said the deal, carried out through a share transfer on the Athens stock exchange, was valued at Dr10.5bn (\$34m).

The Asian financial crisis has forced Hanwha, an industrial conglomerate which produces explosives, to sell off overseas investments.

Greece's Socialist government is trying to hasten restructuring of the banking sector ahead of the launch of the euro next year.

Two state banks have been partially privatised this year and three more disposals are due over the summer.

Small private banks like Bank of Athens have become takeover targets as the consolidation gathers pace.

But the privatisation process is being slowed by opposition from Greece's influential public sector unions.

A strike at Ionian Bank, the biggest bank on the privatisation list, is in its sixth week. The union is trying to ensure that all 4,500 jobs are guaranteed after the sale.

However, Bank of Athens, which is only marginally profitable, met no union opposition when it cut its workforce by 25 per cent in January under a voluntary retirement plan. It was the first Greek bank to introduce such a scheme.

Hanwha started negotiations with EFG Eurobank early this year. But the sale was precipitated by a demand last month from Greece's central bank that Bank of Athens should carry out an immediate capital increase to bring its capital adequacy ratio in line with other Greek banks.

The bank's balance sheet amounts to Dr120bn but its capital base is only Dr1bn, about nine times less than the central bank requirement.

EFG Eurobank is expected to inject at least Dr10bn of fresh capital after the acquisition.

**FINANCIAL TIMES**  
Published by The Financial Times (Europe) GmbH, Wiesbaden, Germany. Telephone: +49 63 1 50 500. Fax: +49 63 1 50 501. Registered in Frankfurt by J. Walter Bank, Köln. A. Kneissl is General Manager and in London by David C.M. Bell, Chairman. 200 Alan C. Miller, Deputy Chairman. The shareholder of the Financial Times (Europe) GmbH is Pearson Overseas Holdings Limited, 3 Burlington Gardens, London, W1X 1LE. Shareholder of this company is Pearson plc, registered at the same address.

**GERMANY:**  
Responsible for Advertising content: Colin A. Kneissl, Printer: Hiltner International Verlagsgesellschaft mbH, Adminal-Remscheid-Straße 3a, 42699 Solingen, Germany. 0174 7363. Responsible Editor: Richard Lambert. 40 The Financial Times Limited, Number One Southbank Bridge, London SE1 1WL.

**FRANCE:**  
Publishing Director: P. Manville, 42 Rue de la Bastille, 75001 PARIS. Telephone: +33 1 57 62 525. Fax: +33 1 57 62 525. Printer: S.A. Nord Editeur, 1521 Rue de Caen, F-91000 Roissy-CDG. Editor: Richard Lambert. ISSN 1148-2733. Commission Paritaire No 67828D.

**SWEDEN:**  
Responsible Publisher: Bentley P. Johnson. Telephone: +46 8 791 245. Printer: AB Kvalitetstryck, Box 100, SE-200 08 Malmö. 043 539 06. Multisprint.

© The Financial Times Limited 1998. Editor: Richard Lambert. 40 The Financial Times Limited, Number One Southbank Bridge, London SE1 1WL.

### Recall for Chubais in bid to encourage investors

By John Thornhill in Moscow

President Boris Yeltsin yesterday entrusted Anatoly Chubais with special responsibility for co-ordinating Russia's relations with international financial institutions ahead of critical talks with the International Monetary Fund next week.

Mr Chubais's appointment marks a rapid return to favour for Russia's best-known and most controversial reformer after he was sacked as first deputy prime minister in March.

The appointment of Mr Chubais is clearly designed to regain the confidence of international investors, who have been deserting Russia following the financial turmoil in Asia.

The appointment came as international capital markets were rife with rumours that Russia was gearing up for a large foreign borrowing programme this week. Market sources suggested Chase Manhattan, J.P. Morgan and Goldman Sachs had been solicited for the market for a 30-year eurobond of up to \$2bn.

The Russian government has said it will raise extra funds abroad to restructure its expensive domestic debt but has not yet awarded any mandates. The finance ministry yesterday cancelled two of three domestic debt auctions, saying it was not prepared to borrow at excessively high rates.

One government official said Mr Chubais's role would

be to co-ordinate the financial branches of government - which have appeared to be working at odds with each other at times during the latest crisis - and to communicate a clear message more effectively. "It is very good for the reformers in the government and for the country as a whole," he said. "But the fact that Chubais has had to return highlights the problem of the organisation of work within the government."

Mr Chubais will assume the lead role in negotiating with the IMF over additional financial support. The IMF is already backing Russia with a \$9.2bn support loan.

But several parliamentary leaders strongly criticised Mr Chubais's appointment because of his past involvement in Russia's controversial privatisation programme and his tough "sado-monetarist" policies while in charge of the economy.

Pyotr Rodionov, deputy chairman of Gazprom, the gas monopoly, also questioned Mr Chubais's new role. "I think those people who consulted with the president before this decision were a little confused in their assessment of the business qualities of Anatoly Borisovich," he said.

Mr Chubais has been given the rank of a deputy prime minister but will not formally join the government. He will also retain his job as head of Unified Energy Systems, the electricity monopoly.



Václav Klaus, chairman of the Civic Democratic party (ODS) and former Czech prime minister, signs autographs at a general election campaign rally in Prague. Czechs go to the polls tomorrow. The Social Democrats lead opinion polls, ahead of the ODS, but are unlikely to gain a majority. Reuters

### French politician attacks 'secrecy' of ECB

By Robert Graham in Paris

A senior French politician yesterday issued a stinging attack on the allegedly secretive nature of the nascent European Central Bank.

Daniel Migaud, a Socialist deputy and rapporteur of the French National Assembly's finance commission, accused the ECB of starting off on the wrong foot at its inaugural meeting by agreeing a restrictive view of its accountability.

This is the first public criticism to be levelled at the ECB and its Dutch president, Wim Duisenberg, from any of the 11 countries in the euro-zone. "This is an individual initiative," said a spokesman for Mr Migaud, "but his views are shared by a number of other deputies on the commission".

The ECB will not acquire real responsibility for eurozone monetary policy until next year, but Mr Migaud's comments underline French concern over the apparent lack of transparency in the

new body's decision-making. At the heart of this concern has been Mr Duisenberg's refusal to heed the National Assembly's resolution of April 22, calling on the head of the ECB to give at least once a year an account of monetary policy in audiences with national parliaments.

After the first ECB governors' council meeting on June 8, Mr Duisenberg said he would only appear before the European parliament in Strasbourg and insisted the

minutes of meetings would be kept secret for 17 years. "This angers all for the transparency of the body responsible for monetary policy in the euro-zone," Mr Migaud said.

His statement went on: "The president's desire to appear only before the European parliament and take decisions in near absolute secrecy seems to go against the large consensus, especially evident during negotiation of the Treaty of Amsterdam, in favour of par-

liaments being more closely associated with community procedures". He claimed the ECB appeared determined to operate a far more restrictive information policy than found in the US, the UK or even Japan. Such an attitude was scarcely likely to encourage people to be more pro-European, he declared.

Reminding the ECB that the large consensus, especially evident during negotiation of the Treaty of Amsterdam, in favour of par-

liaments being more closely associated with community procedures". He claimed the ECB appeared determined to operate a far more restrictive information policy than found in the US, the UK or even Japan. Such an attitude was scarcely likely to encourage people to be more pro-European, he declared.

Reminding the ECB that the large consensus, especially evident during negotiation of the Treaty of Amsterdam, in favour of par-

liaments being more closely associated with community procedures". He claimed the ECB appeared determined to operate a far more restrictive information policy than found in the US, the UK or even Japan. Such an attitude was scarcely likely to encourage people to be more pro-European, he declared.

Reminding the ECB that the large consensus, especially evident during negotiation of the Treaty of Amsterdam, in favour of par-

### Brussels delays decision on wine

By Samer Iskander in Strasbourg and Michael Smith in Luxembourg

The European Commission yesterday postponed by at least two weeks a decision on plans to increase subsidies to wine-makers by at least 30 per cent to help improve competitiveness.

The delay comes amid worries from US and South African wine growers that they will be put at an unfair disadvantage if the EU raises support for its vineyards.

US officials said yesterday they would view the proposals "with concern" to ensure they were in line with EU commitments to the World Trade Organisation.

Gunter Müller, South Africa's farm representative in Brussels, said his country was in principle against an increase in wine subsidies since its farmers received none.

The Commission said yesterday that the delay in making a decision did not reflect any opposition among Commissioners to the proposal.

However it is understood that some Commissioners, including Sir Leon Brittan, trade Commissioner, want to ensure the proposals were consistent with other reforms proposed by the Commission in its so-called Agenda 2000 package.

Wine reform is to be discussed at the Commission's weekly meeting on July 1.

Under the proposal of Franz Fischler, farm Commissioner, support for the sector would rise from a budget allocation this year of about Ecu800m (\$875m) and a likely expenditure of about Ecu1.3bn from 2000, when the proposals would take effect.

About Ecu400m would be spent on measures to upgrade vineyards. Support for direct market intervention, for example buying unwanted produce, would be reduced.

Mr Fischler argues the proposals are fully in line with WTO commitments. The EU provides three-fifths of the world's wine. Under commitments to the WTO, it is reducing export subsidies and import tariffs, and Mr Fischler believes improving the quality of exports is the best way of helping vineyards to compete.

### Italians protest over threatened plant closure

By Paul Betts in Milan

More than 1,000 Italian chemical workers yesterday blocked the main railway to Venice in protest at the threatened closure of the vast petrochemical complex of Porto Marghera.

The protest follows the decision of a local prosecutor to order the shut down of the complex's waste disposal drain into the Venice lagoon, bringing to a head an environmental controversy over the impact of chemical waste on the lagoon city.

Enichem, the chemicals

arm of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

arm of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

arm of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

arm of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

arm of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

Local authorities also criticised the decision, reflecting fears over possible job repercussions in the area. The closure of the Eni oil and gas group, owner of the Porto Marghera complex, has appealed against the decision, arguing that it has not infringed any environmental waste disposal regulations. It backed up its case with independent reports by two separate US consultants which confirmed the disposal operations complied with existing regulations and did not cause any risk or damage to the environment.

### Success story in south Italy

What was regarded as an extravagant project has been transformed into the largest Mediterranean container port, writes Paul Betts

It is being touted as the success story of Italy's deep south. Romano Prodi, prime minister, never misses an opportunity to invite foreign officials and newspaper editors to Calabria, at the southern tip of Italy, to witness the economic miracle of Gioia Tauro.

In three short years, what was once regarded as a wasteful, extravagant project to industrialise the poor south of the country has been transformed into the largest container port in the Mediterranean. It also managed to break into profit for the first time in the first quarter of this year.

Yet the private sector architects of this remarkable achievement claim the centre-left government is threatening the future of the port. "Beyond all the fine words and propaganda, this administration has assumed a hostile stance to our successful venture," says Marco Vitale,

chairman of Medcentro, the private company that developed and manages on a lease the Gioia Tauro port. The root of the problem is the government's attempts to encourage the development of similar container ports in other parts of southern Italy and Sardinia, cloning the successful strategy of Gioia Tauro. "In so doing, they are putting our future viability at risk," explains Mr Vitale. "They don't seem to understand there is not enough room in the market for a multitude of container terminal hubs in Italy."

Conceived nearly 30 years ago as part of the Italian government's efforts to stimulate economic growth in the south, the port of Gioia Tauro was built at a cost of L1,100bn. It was originally designed as part of an ambitious steel complex to industrialise the area.

The steel complex was

never built. For nearly 30 years, Gioia Tauro remained a backwater. Sheep grazed by the banks of the man-made deep water channel. Then, in the summer of 1993, Angelo Ravano, a shipping entrepreneur from Genoa, had the idea of developing the port as a Mediterranean container ship hub.

After developing a container terminal at the port of La Spezia, east of Genoa, he searched for other opportunities to expand. He first considered Malta. When he saw the potential of Gioia Tauro, he opted for the abandoned southern Italian port.

Mr Vitale acknowledges that Mr Ravano was given a strong helping hand by the then Italian government headed by Carlo Azeglio Ciampi, the current treasury minister. "In only three months we signed all the contracts and were ready to start a miracle in Italy," Mr Vitale recalls. A year later,



Mr Ravano died but his task was pursued by his son and business partners.

Since the original agreements with the government were signed three years ago, Contship, the container terminal group which controls the Gioia Tauro terminal, has invested L310bn including the EU's Ecu 40m contribution to develop the terminal. It is planning to spend a further L100bn by next year.

Although the government welcomes Gioia Tauro's success in establishing itself as a container hub, it does not want the port to gain a

monopoly in Italy. The administration, especially Claudio Burlando, transport minister and a former mayor of the port city of Genoa, has encouraged the development of rival ports.

The government has attracted investment from large operators such as the Singapore Port Authority, which recently acquired the port of Genoa-Voltri from the Fiat automotive group. A dedicated container terminal is under construction at the southern port of Taranto for Taiwan's Evergreen conglomerate, and a new container hub is being built by Cagiali in Sardinia.

Contship says the government's strategy is misguided. Gioia Tauro already competes against other large Mediterranean hubs such as Malta and Algeiras in Spain.

Contship has just taken legal action against Cagiali, claiming the Sardinian project is benefiting from unfair subsidies. "We received European Union support for Gioia Tauro totalling about Ecu40m (\$44m) but Cagiali is receiving much more aid. We are not against support

but we want them to receive the same treatment as us to avoid any distortions in competition," insists Mr Vitale. If necessary, Contship intends to take the matter to Brussels.

Contship is also anxious that the government authorities should fulfil their pledge to invest L132bn to upgrade, as the landlord, the port area by the end of last November. The government's part of deal is running two years late. Medcentro is particularly keen to see the railway link to the terminal expanded and modernised. "One of our competitive advantages over Malta is that we also serve directly the continental mainland by road and rail," explains Mr Vitale.

Although volume of activity has shot up from 17,000 tonnes in 1995 to 1,448,500 tonnes last year, the port sees the proposed development of other container hubs as an extremely serious threat at a time of consolidation in international shipping. "Everybody in Italy now wants a hub. If we end up building them everywhere, we will all end up bankrupt," Mr Vitale warns.

## NEWS DIGEST

## YUGOSLAVIA'S CONSTITUTIONAL CRISIS

## Montenegro tries to stem Milosevic's power

Yugoslavia's constitutional crisis deepened yesterday when the Montenegrin parliament moved to block attempts by Slobodan Milosevic, the federal Yugoslav president, to boost his constitutional powers.

The Montenegrin assembly appointed 20 members from the reformist Democratic Socialist party (DPS) of President Milo Djukanovic as Montenegrin's delegates to the upper house of the federal Yugoslav parliament. Mr Djukanovic, favoured by western governments, is locked in a power struggle with Mr Milosevic that threatens to tear apart Serbia and Montenegro, the two republics left in Yugoslavia.

The 40 seats in the upper house are divided equally between the two republics. Mr Milosevic will be denied the two-thirds majority he needs in both federal chambers to change the constitution to consolidate his powerbase after switching from the Serbian presidency a year ago.

The Montenegrin Socialist People's party of Momir Bulatovic, the federal prime minister and a close ally of Mr Milosevic, denounced a law passed on Tuesday that deprived his party of representation at the federal level "as a new act of secession" by Mr Djukanovic. The DPS pushed through the law after defeating Mr Bulatovic's party in general elections last month. Guy Dinmore, Belgrade

## DIPLOMATS ALLOWED TO STAY

## Belarus delays evictions

President Alexander Lukashenko of Belarus has put off a move to evict foreign diplomats from the housing complex where he lives, officials said yesterday.

Mr Lukashenko, whose authoritarian rule has repeatedly stirred controversy in the former Soviet republic, had earlier ordered 22 diplomatic families to move out of the Drodzy complex. He said the compound needed to be repaired.

But the International Monetary Fund's resident representative, Richard Haas, said that Mr Lukashenko had signed a decree letting the diplomats stay. It was not clear if the decree was temporary or permanent.

The row boiled over last week when Minsk ordered envoys to move out. At one point the US ambassador was shut outside the gate of his residence when workers, under orders from the government, welded it closed. Reuters, Minsk

## AMSTERDAM STOCK EXCHANGE

## Probe leads to arrest

An investigation into malpractice on the Amsterdam stock exchange has resulted in the arrest for the first time of a retail bank board member.

Thijn Korver of SNS Bank was being held yesterday on suspicion of making false declarations about transactions conducted in 1994 and 1995.

Mr Korver is the twentieth person to be arrested since the investigation began nearly eight months ago. One person has been convicted of tax fraud.

Rein van Zessen of the bank's SNS Securities subsidiary was among four people detained for questioning late last month. Others included stockbrokers at Credit Suisse First Boston and Oudhof Effecten, a local company, as well as the head of European investments at the metal industry pension fund, Gordon Gram, Amsterdam

## LITHUANIA TELECOM

## Law boosts sell-off plan

Valdas Adamkus, Lithuania's president, yesterday signed a telecommunications law which paves the way for the privatisation next week of Lithuanian Telecom, the state-owned fixed-line monopoly.

The law, which parliament passed on June 9 after months of controversy, will grant Lithuanian Telecom a monopoly in fixed-line services until January 1 2003.

The monopoly rights are likely to raise the value of the bids for the state-owned carrier. Gediminas Vagnorius, the prime minister, said the law would strengthen the position of Lithuanian Telecom before privatisation on June 24. A consortium formed by Telia of Sweden and Sonera of Finland is competing against TeleDanmark in the bidding round. Analysts suggest the sale could make in excess of \$500m for a 60 per cent stake in the carrier. Matej Vipotnik, Riga

## HUNGARIAN ECONOMY

## Pledge to attack inflation

The incoming Hungarian government will seek a minimum three percentage point reduction in inflation this year and next, but will introduce measures to achieve a cut of double that amount in 2000, László Urban, finance minister designate, said yesterday.

Fidesz, the rightwing party which won most seats in the general election last month, is currently trying to form a coalition government.

Mr Urban said a Fidesz-led administration would put job creation at the top of its priorities and would focus on small and medium-sized enterprises. Privatisation would continue, primarily via the capital market. Mr Urban said he planned to attack inflation, currently at just under 16 per cent, with four separate measures. Energy price increases would be indexed based on future expectations and not on past inflation figures, as now. Nominal wage agreements between private employers and the unions would be linked well in advance to expected inflation. Kestev Eddy, Budapest

## POLISH RAIL STRIKE

## Government warns union

Poland's government threatened to sue the rail engine drivers union for damages after a strike yesterday affected around one third of passenger and freight traffic.

The strikers, who are not supported by the pro-government Solidarity rail union, are demanding a 15 per cent pay increase and a tripling of the \$60m (€165m) budgetary subsidy Polish State Railways (PKP) is due to receive this year.

The union wants the government to slow the country's highway building programme and direct additional resources to developing rail freight traffic.

Jan Zaborowski, the strikers' leader, who is linked to the opposition former communists, said yesterday this was an environmental demand. Christopher Bobinski, Warsaw

## STOCK EXCHANGE

## Germany may change laws

An overhaul of German stock exchange laws and to encourage independently-managed pension funds could be included in a financial market reform package planned for after the general election in September, finance and justice ministers said yesterday.

In a joint paper, the two ministries backed centralising the control of stock exchange trading under the Frankfurt-based federal supervisory office for securities trading. Responsibility is currently shared with Germany's Länder, or federal states. Ralph Atkins, Bonn

## Bavaria's farmers prepare to dig in over Agenda 2000

European Union's plan for agricultural reform is viewed as a cultural as well as economic threat, writes Ralph Atkins

Cowsheds tower protectively over Josef Schwäbl's rambling farmhouse in Ebersberg, an hour's drive from the Bavarian city of Munich in southern Germany.

"It is very beautiful here, but we have to fight hard to keep it as it is," he says.

Darkening the horizon is the European Union's planned Agenda 2000 agricultural reform, intended to reduce farmers' dependence on price subsidies and prepare EU finances for the planned inclusion of former communist countries.

Bavaria's farmers fear it will be at their expense.

"At stake," says Gerd Sonnleitner, president of the German farmers' association, "is the sustainability of Bavaria's culture." Bavaria's farmers, he warns, "bring greater sacrifice and engagement into our politics".

At one level, Bavaria's protests are about straightforward economics. Under Agenda 2000, milk farmers

such as Mr Schwäbl would be hit by cuts in market intervention prices (the price that the EU seeks to ensure producers receive) of up to 17 per cent, which he reck-

ons could cost him DM28,000 (\$15,550) a year even after taking account of proposed direct compensation. The milk from his 65 cows is used for camembert, sold locally. But others would be hit by increases in milk quotas in Italy, the biggest market for Bavarian milk.

However, the conflict is also about sustaining an agricultural industry which accounts for only 1 per cent of Bavaria's gross domestic product but shapes the state's character: not just the scenic backdrop for its more important car, engineering and electronics industries, but also the state's politics.

Influenced largely by the agricultural lobby, Edmund Stoiber, Bavaria's conservative prime minister, who is regarded as among the less pro-European of Germany's politicians, has taken a prominent role in arguing for sweeping regional decentralisation within Europe.

Agricultural ministers from Germany's 16 states, or Länder, last month agreed a common position paper urging greater efficiency, simplicity and transparency

through "a widening of the scope for regions to implement agricultural policies". Their line was endorsed earlier this month by the state prime ministers and Chancellor Helmut Kohl.

For now, Mr Schwäbl, 44, who farms 56 hectares, has to keep working out his sums. "It is damn difficult. You must always look to see how it can be done more simply, and think of something extra you can do."

He supplements his income by running a private contracting business, hiring out heavy farming machinery; his wife goes out to work. But Agenda 2000's complex proposals on compensation, he argues, disadvantage intensive farms such as his.

There are other obstacles. Bavaria's labour costs are high and the climate often difficult (minus 20 degrees in winter is not uncommon). The preservation of picturesque farms results from countless building standards and environmental regula-

tions. But Bavaria's agricultural sector is still efficient, according to Mr Sonnleitner. "When I go into eastern Germany, the balance is worse



Farmer Josef Schwäbl says he will be disadvantaged by the compensation proposals. Stefan Rossmann

than on our smaller Bavarian farmers."

Cuts in EU beef, cereal and milk intervention prices are unnecessary, he argues, because higher demand worldwide is bringing consumption closer towards production levels, reducing surpluses. "We don't need a radical cut but a softer transition towards decoupling price and income policies."

That frustration lies behind the Bavarian government's proposals for an enhanced role for the regions in European agricultural policy-making.

"We're not Eurosceptics, but we represent a model that gives Europe more chance to create competition between the regions," says Reinhard Schick, responsible for federal and EU affairs at the agricultural ministry in Munich.

Already 4,000 to 5,000 agriculture-related businesses close every year in Bavaria. Despite Bavaria's relatively low unemployment, that is about as fast as is economically and socially tolerable, Mr Schick argues.

Bavaria wants a freer hand to continue its deliber-

ate policy of preserving rural communities and avoiding the overgrowth of conurbations.

Mr Schwäbl is confident his business will survive to be taken over by his children, as he took over the farm from his father.

But he fears the consequences of Agenda 2000 for smaller neighbouring holdings whose buildings and fields define Bavaria's landscape. "The cows themselves could be taken over by other farmers. But the whole structure of Bavaria would change totally."

# If you explore

Siebe can make your platform the safest in the field.

Whether in the North Sea, Middle East or Mid-West, it won't take you long to discover Siebe's process controls. We help to run the world's biggest oil and gas platforms. Our Triconex safety systems can also cut production instantly, should the slightest fault occur. On dry land, you'll find Siebe helping control life's other little essentials, like your car, kitchen or air conditioning. In fact, we're in almost every activity you can think of, and some that we run so smoothly you never need to stop and think about it. Siebe plc, Boxen House, 24 Victoria Street, Windsor, Berkshire SL4 1DN, England. Tel: +44 1753 855411. www.siebe.com





## INTERNATIONAL

## NEWS DIGEST

## AMNESTY INTERNATIONAL REPORT

## Governments paying 'lip service' to human rights

Amnesty International yesterday documented a year of atrocities, saying governments paid only lip service to human rights 50 years after signing up to a better world.

Releasing its 1998 annual report, the London-based group said cruelty and injustice remained rife despite the 1948 adoption of the Universal Declaration of Human Rights (UDHR).

Amnesty documented abuses in 141 countries, ranging from poverty to torture.

Since governments had fallen so short, Amnesty urged corporations to bring their influence to bear, saying: "The silence of powerful business interests in the face of injustice is not neutral." Reuters, London

## ETHIOPIA/ERITREA

## African presidents to visit

Four African presidents will visit Ethiopia and Eritrea this week to try to resolve a border conflict that Ethiopia says is worsening by the day.

As Ethiopia moved more militia toward the border with its Horn of Africa neighbour yesterday, its diplomats issued a grim warning days before the African leaders' visit.

"The crisis between Ethiopia and Eritrea, far from having shown any improvement, is in fact worsening by the day," it said in a statement through its United Nations mission in New York. Reuters, Asmara

## ROYAL DUTCH/SHELL

## Nigerian oil pumping resumes

Royal Dutch/Shell's Nigerian oil-producing unit said yesterday it had resumed pumping 50,000 barrels per day of crude out of 110,000 b/d shut in by protesting locals.

"We have been able to reopen Nembe 1 and Nembe 2 and production is up to 50,000 b/d," a company spokesman said in Lagos. "We expect that a third flowstation, Nembe 4 will be reopened tomorrow."

Four flowstations have been shut in the volatile Nembe district and one at Oduma since June 8, following community disturbances during which youths seized two water barges and forced Shell to suspend operations in the area.

Shell is a frequent victim of community disturbances in the Niger Delta region, where impoverished villagers feel cheated out of oil wealth. Reuters, London

## US blow to hopes for a World Court

By James Blyth in Rome

Hopes of setting up a strong and independent international criminal court yesterday suffered a severe setback after the US made clear that any investigation by the institution would have to be initiated by the United Nations Security Council.

In the face of clear demands by most European Union states and Canada that the court should have an independent prosecutor and judges, Bill Richardson, US ambassador to the UN, said only the Security Council or one of its member states should have the right to initiate proceedings.

"We must not turn an international criminal court - or its prosecutor - into a human rights ombudsman open to, and responsible for, responding to any and all complaints from any source," Mr Richardson told an international conference in Rome that is drawing up the constitution of the ICC.

He said that unless this safeguard was introduced, the court would fall victim to a flood of politicised allegations that would make it hard for the organisation to deal with more considerable cases of genocide or crimes against humanity.

**'It is shameful that any tyrant can block his own prosecution'**

Noting that the US had long played a crucial peace-keeping role by sending troops to crisis zones, Mr

Richardson raised concern that the court might allow groups or states to politicise the activities of servicemen and women abroad.

"Soldiers deployed far from home need to do their jobs without exposure to politicised proceedings," he said. "More generally, we are not here to create a court that exists to sit in judgment on national systems, to second-guess each action and intervene if it disagrees."

Mr Richardson's comments underline the concern of many participants at the congress that a group of

powerful states - the US, France, China and Russia - want the Security Council, of which they are members, to remain the overall arbiter of what the court does.

Human rights groups fear this would let Security Council members veto any investigation against them or their armed forces that might cause embarrassment.

Richard Dicker, associate counsel of Human Rights Watch, said it was "shameful that Washington continues to leave open the possibility that any tyrant can block his own prosecution".

Mr Richardson appeared to indicate after his speech that there was little prospect of Washington ratifying an ICC treaty in the foreseeable future.

"Our position is not going to change," Mr Richardson told reporters. "This conference is not over... but we're very firm on that point," he said, referring to Security Council control.

Rofi Annan, UN secretary-general, said earlier this week that it would be better to launch a strong court without the US than a weak one with it.

## Settlers urge Netanyahu not to pull back troops

By Judy Dempsey in Jerusalem

Israel's Jewish settlers are planning big demonstrations and sit-ins to prevent Benjamin Netanyahu, prime minister, from pulling back troops from some of the West Bank.

Settler leaders, supported by the National Religious party (NRP) in Mr Netanyahu's coalition, said yesterday they could topple the government if the redeployment went ahead.

Senior western diplomats said Mr Netanyahu "wanted" to hand back 13 per cent of land to the Palestinians over three months, in proposals drawn up by Washington. "But he keeps putting off the decision because he is afraid of losing his power base," said a diplomat.

His power base comes from the religious parties and from the far right, which include 168,000 settlers in the West Bank who voted for Mr Netanyahu.

Pinchas Wallerstein, chairman of Yesha Council, the umbrella organisation for all the settlements, said settlers would set up a "tent city" outside the prime minister's office, and later outside the homes of government ministers.

In addition, he said the Yesha Council would continue to fly out members of Mr Netanyahu's Likud party and the NRP each Friday to show how Israel's security would be affected if the redeployment took place. Yesterday, it completed a direct mailing to every Israeli home.

Over the past few weeks, Mr Netanyahu has tried to reassure the settlers their security would not be compromised.

But as their opposition to a pull-back increases, so does the pressure on Mr Netanyahu.

If he carried out the second pull-back, the opposition Labour party would provide him with a "safety net" in a Knesset (parliament) vote, since the nationalists do not support the government.

But since the pull-back would be spread out over 12 weeks, Labour is not prepared meanwhile to block confidence votes - which would come from some of Mr Netanyahu's own parties. Ehud Barak, the Labour leader, would lose all credibility if that were to happen, said party activists.

Yet public opinion for carrying out the redeployment is increasing. An opinion poll in Yedioth Ahronoth, the Israeli daily, showed that about 59 per cent supported a 13 per cent pull-back.

## A kinder, gentler Butler sees end to Iraqi arms inspections

As Baghdad's complaints grow louder, the chief UN weapons inspector has had to take a softer line, reports Roula Khalaf

On his latest trip to Baghdad, Richard Butler, the chief United Nations weapons inspector, praised Iraq for its co-operation and predicted it would continue and would allow him to present his final report to the Security Council in October.

Mr Butler's optimism - many observers in Baghdad deemed it excessive - seemed in part designed to encourage Iraq to provide the remaining evidence he seeks before he can declare it has eliminated its weapons of mass destruction. But it also reflected the growing pressures on Unscm, the commission he heads, to show its own goodwill and produce results.

In the spotlight since the crisis in February in which the diplomacy of Kofi Annan, the UN secretary general, averted a military strike on Iraq, the Australian diplomat appears eager to deflect criticism that he and his agency deliberately contribute to a sense of crisis and to maintaining UN sanctions. The sanctions, now in their eighth year, can only begin to be lifted when Unscm presents a final report to the Security Council confirming Iraq has eliminated all its deadly weapons.

Times have certainly changed for Unscm. Until recently its results were taken as face value by most countries and reports were not subjected to heavy scrutiny. Only the US and UK seemed to be paying close enough attention to the commission and contributed heavily to staffing it. This infuriated the Iraqis, not least because some inspectors came from the US military and raised Iraqi suspicions of spying.

But as Iraq's complaints grew louder, Mr Butler and his commission found themselves in a less comfortable position. Mr Butler and the inspectors are now questioned thoroughly in the Security Council. Russia and France have insisted on including their nationals in the small circle of advisers to Mr Butler, in an attempt to also check the powers of his American deputy.

One diplomat said bluntly that the diplomatic community in Baghdad is no longer eager to listen to Mr Butler on his visits. "Unscm has lost credibility," he said. "Now we rush to listen to the Iraqi side as well."

Diplomats remember that Mr Butler had also praised



Butler now questioned thoroughly in Security Council

Iraqi co-operation while in Baghdad in March, only to produce a report in April which stressed that no progress had been achieved in the previous six months. Positive points they were told would be included in the report were nowhere to be found, they said.

They have also noticed that the issue of Iraq's eight presidential sites, which nearly led to war in February, seems now to have been forgotten. The first inspection of the sites did not uncover incriminating evidence, and "there are no immediate plans for repeat visits. Unscm officials said opening up presidential sites was important to fix the principle of access to inspectors. They have also charged that documents appeared to have been moved from the palace compounds before their visit.

To an extent, the erosion of support for Unscm reflects rising frustrations with the sanctions on Iraq and the pressure from some countries to find a less devastating policy for keeping Baghdad in check.

Unscm's defenders said a history of concealment by Iraq - it was only in 1995, for example, that it began to admit to a biological weapons programme - has delayed the inspectors' work and made them understandably suspicious. Officials said that even verifications successfully concluded may be imperfect because they are often based on declarations made by the Iraqis.

Ewen Buchanan, Unscm spokesman, said three inde-

pendent panels of experts have found that Iraq's final declarations on its weapons were inadequate. "So the accusations that we are holding things up or making false judgments seem to be refuted by the three panels," he said.

But many western countries are still questioning whether Unscm is not picking on small details and biding demands for evidence on mere suspicions.

Many wonder why at least some of the remaining questions cannot be dealt with through the system of verification and monitoring, which would continue after sanctions are lifted. The system allowed Unscm to monitor 300 facilities - including plants, breweries and university laboratories - which can be considered of dual use, as well as to track whether equipment is moved.

"Unscm claims to have the best experts and they have had eight years to inspect," said a diplomat. "So if after thousands of inspections, they still don't know how does that reflect on them and how long will it take, how many more years?" Unscm officials insisted moving to monitoring required it to understand fully Iraq's development programme, which is far from being able to do in respect of biological weapons.

Perhaps most irritating to Mr Butler, the secretary general now has a special envoy, Prakash Shah, in Iraq who can directly convey Iraqi grievances to New York and keep an eye on Unscm. Said one expert: "Prakash Shah is shadowing Butler less and less silently."

## Sharing common ground.



By providing sound, data and image transmission, France Telecom lets the whole world share the emotion of the world's biggest sporting event. Simultaneously. France Telecom, the Official Telecommunications Operator, brings you all the excitement of the France '98 World Cup as it happens. For over a month, our teams will be providing 12,000 organizers and 12,000 representatives of the media with the most advanced communications resources available, keeping them in constant touch with each other and hundreds of millions of fans all over the world.

When service and innovation are key, you can count on France Telecom, a world-class operator with activities in over 50 countries. Together we can build the world to come.

<http://www.francetelecom.fr>



Let's build the world to come.

BANCO TORNQUIST S.A.  
US\$ 200,000,000.

Euro Medium-Term Note Programme

## NOTICE TO NOTEHOLDERS:

First Tranche, US\$ 75,000,000.

8.75 per cent. Negotiable Obligations due 1998

Banco Tornquist S.A. (the "Issuer") hereby informs holders of its US\$ 75,000,000. 8.75 per cent. Negotiable Obligations due 1998 issued on December 18 th, 1996 (the "Notes") that, in accordance with the terms and conditions of the Notes, the Issuer shall pay interest for the six month period ending June 1998, on June 18 th, 1998.

Second Tranche, US\$ 11,000,000.

9.50 per cent. Negotiable Obligations due 1999

Banco Tornquist S.A. (the "Issuer") hereby informs holders of its US\$ 11,000,000. 9.50 per cent. Negotiable Obligations due 1999 issued on December 22 nd, 1997 (the "Notes") that, in accordance with the terms and conditions of the Notes, the Issuer shall pay interest for the six month period ending June 1998, on June 22 nd, 1998.

## Paying Agents:

The Bank of New York: 46 Berkeley Street, London, W1X 6AA, United Kingdom.

Banco Río de la Plata S.A.: 25 de Mayo 480, Buenos Aires, Argentina.

The Bank of New York: 101 Barclay Street, New York, New York 10286, U.S.A.

Banque Internationale à Luxembourg: 69, route d'Esch, L-1470 Grand Duchy of Luxembourg.

Payment Procedures: holders of the Notes will receive any payments of principal and interest to which they are entitled in accordance with their holdings as registered with Caja de Valores S.A., DTC, Cedel S.A. and/or Euroclear.

The Board of Directors.



World Court

WORLD TRADE

US MARKETS EASIER ACCESS PLANNED FOR APPROVED COUNTRIES

# Administration plea for Africa trade bill

By Mark Suzman in Washington

Top US administration officials yesterday urged the Senate to approve a trade bill designed to ease access to US markets for African countries with good political and economic track records. Testifying before the Senate finance committee, Madeleine Albright, secretary of state, said passing the bill was one of President Bill Clinton's top legislative priorities and would help integrate Africa into the global marketplace.

"Throughout the continent, this legislation is seen as a catalyst for deepening reform and for opening the door over time to full participation for many African countries into the global

economy," she said.

Mrs Albright was joined by William Daley, commerce secretary, and Lawrence Summers, deputy Treasury secretary, both of whom said the legislation was essential to bolstering US economic interests on the continent. The White House is keen to try to pass the bill before planned trips to Africa in July by Robert Rubin, Treasury secretary and in September by Mr Daley.

The Africa Growth and Opportunity Act would make it easier for African countries certified by the administration as having adopted suitable economic and political reforms to sell a range of manufactured goods into the US market. It would also establish a bilateral

US-Sub-Saharan Africa Trade and Economic Co-operation Forum.

The House of Representatives passed the bill shortly before Mr Clinton made his historic visit to the continent in March, but the legislation has since been stalled in the Senate.

It is opposed by labour groups, which warn that more African imports would lead to US job losses. But Mrs Albright said studies showed the bill would affect at most around 700 jobs. "In the current economy we create more than 10 times that many jobs every day of the year," she said.

The bill also initially ran into opposition from South African President Nelson Mandela, who was con-



Albright: Clinton sees bill as priority

cerned that the conditionality requirements could undermine the sovereignty of African countries. However, South Africa has now decided to back the bill, and in a letter to all 100 senators, the 48 eligible sub-Saharan countries have now urged the Senate to approve it. "This legislation presents a unique opportunity to build a new and dynamic partnership between the United States and Africa," they wrote.

# Canada in investment deal with Mercosur

By Edward Alden in Toronto

Canada and the four Mercosur countries of South America have signed a trade and investment co-operation agreement, a step Canada hopes will lead to more formal trade links with the region.

The agreement, announced yesterday, establishes a framework for negotiating bilateral foreign investment agreements, co-operating on customs matters and identifying measures that distort or impede trade and investment.

It will also establish a council of business leaders from the two sides to meet regularly to discuss trade and investment irritants. Like the European Union, Canada has been pursuing separate trade relations with the Mercosur countries of Brazil, Argentina, Paraguay

and Uruguay since the failure of the US administration to win fast-track negotiating authority.

The deal will allow serious talks to begin on more formal trade relations, said Sergio Marchi, the Canadian trade minister.

"Obviously we would like an enhanced formal relationship," said Mr Marchi. Options included associate membership in Mercosur, already enjoyed by Chile and Bolivia, or agreements to open trade on a sectoral basis, he said.

The agreement should also give momentum to negotiations on a Free Trade Area of the Americas, said Mr Marchi. Officials from the 34 FTAA countries are meeting in Buenos Aires this week to set the stage for formal negotiations in the next few months.

Yesterday's announcement

is less ambitious than the 1995 EU-Mercosur pact under which the two regions agreed to negotiate a free trade arrangement. The EU is Mercosur's largest trading partner, but Mercosur-Canada trade is growing faster, surging by almost 50 per cent between 1994 and 1997.

The benefits for Canadian business include greater protection of foreign investment, removal of customs barriers and the opportunity to raise private sector concerns over trade irritants in a more formal, structured way, he said.

The deal was supposed to have been signed in January during a visit to Brazil by Jean Chrétien, the Canadian prime minister, but was blocked by Brazil over a separate trade dispute between the two countries' flagship aerospace manufacturers, Embraer and Bombardier.

# The skies of Europe are freer – so far

Liberalisation has greatly increased competition and encouraged low-cost airlines, but alliances and airport congestion could undermine these gains, writes Michael Skapinker

The liberalisation of Europe's skies has resulted in a substantial increase in competition, although this could be undermined by the growth in airline alliances and by airport congestion, the UK's Civil Aviation Authority said yesterday.

In a 400-page report on the first five years of the single aviation market, the authority said national carriers' dominance of European Union scheduled flights had fallen substantially – from more than 80 per cent in 1992 to below 70 per cent last year. While European aviation liberalisation was completed in April last year, most elements of it have been in place since 1993.

The authority said the introduction of the single market had not led to a

reduction in the number of European airlines: "Earlier concerns that liberalisation would lead to a wave of outright acquisitions or mergers, with the EU airline industry soon being reduced to a small number of major carriers, have so far proved to be ill-founded."

The greatest success has been the increase in the number of new competitors on Europe's domestic routes. The market share of the national carriers in their domestic markets fell from 75 per cent in 1993 to 60 per cent at the end of last year.

Liberalisation has also resulted in the growth of low-fare, no-frills carriers, which the report described as "one of the most striking developments in airline competition in Europe in the last few years, and possibly one

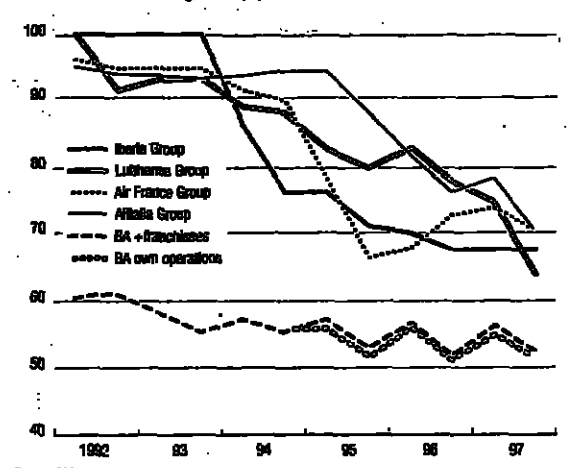
of the more significant in the longer term".

Medium-sized airlines such as British Midland and Scandinavian carriers Braathens and Maersk have also substantially increased competition in Europe.

In spite of these successes, the report expressed concern about the possible effect of airline alliances. The biggest to be launched over the past five years is the Star Alliance, a global partnership whose European members are Lufthansa of Germany and Scandinavian Airlines System.

The European Commission approved the alliance between Lufthansa and SAS subject to conditions designed to encourage competitors to start services on routes between Germany and Scandinavia. However,

National airlines' shares of domestic markets On main routes since deregulation (%)



Source: CAA

no other airlines have tried to fly on these routes.

The authority said it was also worried about the substantial increase in links between large carriers and smaller airlines. "The point may soon come where few such airlines remain entirely independent of a national carrier."

Airport congestion was one of the most serious obstacles to competition. The most congested airports

include London's Heathrow and Gatwick, Düsseldorf, Frankfurt and Charles de Gaulle in Paris. The CAA called for the legalisation of the buying and selling of take-off and landing slots, which is prohibited by the European Commission.

*The Single European Aviation Market: The First Five Years, from Westwood Digital, PO Box 41, Cheltenham, Glos. £25.*

# Resistance to genetically modified crops 'hits US'

By Maggie Urry in London

US farmers will lose \$200m worth of exports of maize to the EU this year, because of European resistance to genetically modified crops, a leading US official said at a conference in London yesterday.

Gus Schumacher, US undersecretary of agriculture, speaking at the International Grains Council annual conference, accused France of delaying approval of some genetically modified maize (called corn in the US). France was rapporteur on the proposal to approve three varieties of GM maize, and won EU approval in March. However, the proposal cannot be finally agreed until the rapporteur country "signs off".

France will hold a public debate on GM crops next week and could then approve the maize.

Mr Schumacher's speech is likely to raise the tension in

EU-US trade relations over genetically modified crops. He said the US understood that biotechnology was "a sensitive issue here in Europe" and "we value a healthy scepticism".

However, he said, approvals of genetically modified crops by the US authorities had been made on the best scientific information, and "trade restraints put in place for health reasons must have a technological basis".

The US is pushing for a WTO standard to facilitate trade in biotech products.

Mr Schumacher said the production of GM maize in the US would double this year from 10 to 20 per cent of the crop.

He said GM crops, if "properly used and regulated", offered "abundant, affordable, nutritious and safe food supplies. We must not stifle scientific research."

Mr Schumacher said the US wanted the removal of unfair trade barriers, such

as labelling requirements, to figure in WTO talks on trade in agricultural products, due to begin formally late next year.

The US also wanted the phasing out of export subsidies, the reduction or end of tariffs, the lifting or elimination of quotas, and the decoupling of government support payments from production to end trade distortion.

At the same conference the US came under fire from India over the patenting of a variety of Basmati rice.

Sushil Singh Barnala, the Indian food minister, said the grant of a patent to Rice-Tec, a Texan company, was "a classic case of economic hijack" and represented "a huge setback to the process of creating conditions for a just and fair international trade environment". He said patenting Basmati rice to be grown in America was "like saying that Scotch whisky can be made in India".



After Butler sees this protection

Telecommunications markets are being deregulated around the world. Your competition is already positioned to reap the profits. There's a company that can help you get there first.

Telecommunications markets are being deregulated around the world. Your competition is already positioned to reap the profits. There's a company that can help you get there first.

Telecommunications markets are being deregulated around the world. Your competition is already positioned to reap the profits. There's a company that can help you get there first.

For more details, visit [www.nortel.com/success2](http://www.nortel.com/success2).

We'll help speed your success.

**NORTEL**  
NORTHERN TELECOM

**SPEEDING SUCCESS**

Opportunities in newly deregulated markets are huge.

But with increased opportunities come increased demands. Customers now want everything from conventional voice service to mobility and high speed Internet access. And they want them at an affordable price. Nortel has helped create the three largest competitive networks in North America, the second and third national networks in the United Kingdom and competitive networks in France, Japan and Brazil, to name a few. We understand that speed to market, rapid service deployment and satisfied customers are the way to get to the profits – first. So why wait?

For more details, visit [www.nortel.com/success2](http://www.nortel.com/success2).

We'll help speed your success.

## THE AMERICAS

BAER COULD FORCE CUSTOMERS TO BUY, CLAIMS COMPETITION BUREAU CHIEF

## Answers antitrust critics

General Trade on hit back at of its high-profile antitrust action against Intel, arguing that the world's largest chipmaker could force customers to buy its technology unless its business practices were curbed.

William Baer, director of the FTC's bureau of competition, said the antitrust lawsuit was vital to stop the chipmaker abusing its monopoly power to compel the computer industry to buy its technology.

The FTC's comments indi-

cate it may be sympathetic with broader allegations in the computer industry - not part of the antitrust action - that Intel has sought to extend its dominance in microprocessors to related technologies and products.

Intergraph, the computer workstation manufacturer at the heart of the FTC action, last week alleged that Intel had sought to force out of the market other manufacturers of chips which work with microprocessors.

The FTC action alleges that Intel coerced three companies to settle patent disputes by denying them crucial technical information.

Intel admits it withheld the information, but strongly rejects the accusation that its actions were illegal.

The FTC says it is continuing to investigate other issues surrounding Intel which may lead to a further antitrust lawsuit.

Mr Baer rejected criticism that the FTC's action was a narrow case which did not justify government involvement. "The long-term competitive concern is that all innovation will have to go through Intel, which will be able to use its market power to force people to license its ideas," he said.

He defended the pre-emptive nature of the FTC action, saying the commission needed to win a court order to prevent Intel from abusing its monopoly power in the future.

He also rejected claims that the FTC had failed to show that Intel had caused substantial harm to the three companies named in its lawsuit - Intergraph, Digital Equipment and Compaq Computer.

"You do not need to show that the monopolist has raised prices or restricted output to show a violation of the antitrust laws," he said. "It is in my view

unlawful if the intent is to impede the ability of rivals to compete, and it is conduct by a monopolist that lacks an efficiency-enhancing justification."

Alan Greenspan, chairman of the Federal Reserve, this week attacked antitrust officials for seeking such pre-emptive action, and questioned their ability to forecast how markets will evolve.

Mr Greenspan said the pace of technological change - rather than government intervention - was undermining the monopoly power of US companies.

## Argentina to cut spending plans

By Ken Warn in Buenos Aires

Argentina has ditched ambitious spending plans in an effort to shore up confidence in the economy in the face of continued international market turmoil.

The government has shelved a \$10bn plan to extend its motorway network and put on hold plans to fund a pay rise for teachers with a new \$700m tax on car sales.

The moves are seen as a victory for Roque Fernandez, economy minister, who has fought a rearguard action to keep the lid on government spending in the run-up to next year's presidential elections.

"The idea is to strengthen the state's financial situation," Mr Fernandez said. "We don't want to tie up future government revenue."

The motorway plan and teachers' pay rise both had the explicit support of President Carlos Menem, but were criticised by the International Monetary Fund, which urged that any extra spending be financed by cuts elsewhere.

In April, the IMF urged Argentina to take measures such as raising taxes and bank liquidity requirements to slow domestic demand and guard against a possible shift in international investor sentiment.

The Merval leading share index fell just under 5 per cent on Tuesday, making a loss of almost 12.5 per cent over five trading sessions.

## 'Citizen Kane' leads America's greatest

By Christopher Parkes in Los Angeles

A new chapter was added to the book of cinema trivia this week with the solemn, if premature, naming of The 100 Greatest American Films of All Time.

As Titanic prepared to surrender its place in today's box office top 10 after six buoyant months, Citizen Kane arose from the archives after 57 years as the film it will have to beat whenever the American Film Institute prepares its next "best-ever" list.

Launching a thousand bar-stool debates, an 18-month cycle of television reruns and the June 29 cinema re-release of

fourth-ranked Gone with the Wind, the 1941 Orson Welles masterpiece edged Casablanca into second place on Tuesday night.

The Godfather II took third, and The Godfather I had the edge over High Noon a third of the way down the rankings. The 100 were chosen by 1,500 film industry luminaries from a shortlist of 400, including all 70 winners of the annual best picture Oscar, which had been boiled down from a qualifying roster of about 40,000 feature films.

Strict qualification criteria, that all entrants had to be US-made or financed, allowed the dollar-backed UK creation Bridge on the River Kwai to sneak in at number 13.

Another hybrid, Lawrence of

Arabia, ranked fifth; its stablemate, Dr Zhivago, finished 39th, in the middle of a cluster of doomed love stories including Double Indemnity and West Side Story.

Because "all time" officially ended with 1996, Titanic and other more recent contenders were left out of the running; modern special effects won heavily as five Steven Spielberg films ended up in the top 100.

Trumpeted in a three-hour CBS show timed more or less to coincide with the US film industry's approximately 100th anniversary, this week's Super-Oscar winners will be aired, again, over the next 18 months on Time Warner's TNT cable network.

The official AFI top 10 films of all time

- 1 Citizen Kane 1941
- 2 Casablanca 1942
- 3 The Godfather 1971
- 4 Gone with the Wind 1939
- 5 Lawrence of Arabia 1962
- 6 The Wizard of Oz 1938
- 7 The Graduate 1967
- 8 On the Waterfront 1954
- 9 Schindler's List
- 10 Shogun in the Rain 1951

The people's choice

The Top 10 American films "of all time" as selected by voters to the AFI website

- 1 Casablanca 1942
- 2 Gone with the Wind 1939
- 3 Citizen Kane 1941
- 4 The Godfather 1971
- 5 Star Wars 1977
- 6 The Wizard of Oz 1938
- 7 It's a Wonderful Life 1946
- 8 Schindler's List 1993
- 9 Psycho 1960
- 10 Star Wars 1977



Dooley Wilson and Humphrey Bogart in Casablanca



Growth plus imagination.

Linde continued its previous steady growth during the 1997 business year. Group sales rose by 8.5 percent, pretax profit by 12.1 percent, and net profit for the reporting period by 13 percent. Capital expenditure remained at a high level, aggregating DM 1,113 million. Earnings per share according to DVFA/SG were 12.5 percent higher at DM 49.60.

For Linde shareholders the year's performance means an increase in dividend from DM 17.50 to DM 19.50. Over the past 15 years, Linde shares averaged an annual yield of 12.1 percent.

Linde's achievements in the early part of the new year lend fresh flight to the imagination. Current figures for 1998 surpass the positive trend of the preceding years, giving rise to anticipation of significant sales gains and impressive results.

Linde Group (DM million unless indicated otherwise)		1997	1996
Sales		9,546	8,801
Orders received		10,288	8,936
Orders in hand		6,847	6,101
Capital expenditure		1,113	1,109
Year-end staff total		32,112	30,746
Equity capital		4,616	4,269
Percentage of balance sheet total		52	51
Profit on ordinary activities		772	689
Net profit		447	396
Cash flow		1,088	1,001
Dividend paid (DM)		19.5	17.5

For all information please contact  
Linde AG  
Corporate Communications  
Telephone ++ 49-611-77 03 17  
Telefax ++ 49-611-77 06 90  
http://www.linde.com

Linde

## Washington allows aid payments to decline

By Robert Chin, Economics Editor

US aid payments to developing countries fell to barely a tenth of the level recommended by the United Nations last year, according to figures due to be published by the Organisation for Economic Cooperation and Development today.

Draft figures from the Paris-based industrial country think-tank suggest that US overseas development assistance fell by around \$3.2bn last year, to just over \$6bn.

This is equivalent to approximately 0.08 per cent of gross national product, far below the 0.7 per cent recommended by the UN. The figure has fallen from 0.12 per cent in 1996, which was already by far the least generous contribution of the leading industrial countries.

The decline is explained in part by the fact that Israel - an important recipient of US aid - is no longer classified as a developing country.

According to the World Bank, and adjusted for international price differences, Israel was the world's 19th

richest country in 1996 with a gross national product of \$18,000 per head.

The importance of Israel to the US aid budget was demonstrated in 1996. Legislative delays meant that aid as a share of GNP rose by a quarter between 1995 and 1996 because two years' grants to the country were counted in

**Aid has fallen to 0.08% of GNP, far below the 0.7% recommended**

a single year.

For the industrial countries as a whole, the OECD figures will show that development assistance has fallen to around \$47bn from the \$55.4bn recorded in 1996. Half this decline is explained by the strength of the dollar

last year, which means that aid payments by other countries were worth less in terms of the US currency.

Excluding the impact of nations "graduating" from

developing country status, there was an underlying fall in industrial country aid flows last year of 3 per cent.

The draft figures imply that aid as a share of industrial country GNP has fallen to an average level of 0.22 per cent, down from 0.35 per cent in 1996 and the lowest figure since records began.

In 1996 the share of GNP devoted to development assistance by the industrial countries was highest in Denmark at 1.04 per cent of GNP. If the US had matched this figure, it alone would have contributed \$81bn.

The other most generous donors were Norway, Sweden and the Netherlands, which each gave more than 0.5 per cent of GNP. France and Luxembourg contributed around 0.45 per cent, with every other country - bar the US - giving between 0.2 and 0.35 per cent.

However, because of the size of their economies, Japan and the US were the biggest aid donors in absolute terms in 1996. Germany and France were close behind, but well ahead of any other countries.

## NEWS DIGEST

## US MILITARY

## Report urges pull-out from Japan and Korea

A prominent taskforce of Americans from the diplomatic, military, business and academic communities has recommended the US should consider withdrawing most of its troops from Japan and Korea. The report by the Washington-based Economic Strategy Institute said the US should recognise the "steady increase in nationalistic political pressures within Japan for greater autonomy in defence and foreign policy". It said the US should declare its readiness to withdraw all combat forces from Japanese bases on two conditions: that Japan agrees to joint use in peacetime of the Yokosuka and Sasebo naval bases for the US Seventh Fleet, and provides US access to all its bases in the event of a military emergency if Japan supports US intervention.

"Withdrawal of US conventional combat forces from Japan would not alter the applicability of the US nuclear deterrent to Japan under the Security Treaty," the report said.

The taskforce also said that open-ended presence of US troops in South Korea "adds to the North's sense of insecurity and the South's desire to impose a settlement on its own terms." The US no longer needed a military alliance in South Korea as a response to the Soviet and Chinese military alliances with the North. Nancy Dunne, Washington

## BRAZIL TELECOMS

## Telebrás sale may be delayed

Brazil's communications minister Luiz Carlos Mendonça de Barros said yesterday the sale of Telebrás, the federal communications company, scheduled for July 29, could be delayed by a few days due to legal challenges. Brazilian state sell-offs are usually plagued by anti-privatisation lawsuits filed by nationalist groups and labour unions.

The minister has said the government is committed to its timetable for selling Telebrás, even though pressure for a postponement has been mounting because of the sale's complexity, requests by interested bidders, and jitters over Asian turmoil. Reuter, São Paulo

## CORRECTION

## US consumer prices

Due to an editing error in yesterday's Financial Times, we stated that US consumer prices rose 3 per cent in May instead of 0.3 per cent. We regret the error.

## LEGAL NOTICES

IN THE COURT OF SESSION  
AUTOMATIC OIL TOOLS LTD  
(In Liquidation)  
NOTICE OF RESOLUTIONS TO  
SHARE IN SURPLUS ASSETS

NOTICE IS HEREBY GIVEN that, in the liquidation of Automatic Oil Tools Limited, a company incorporated under the Companies Act and having its Registered Office at 40 Bank Street, Glasgow ("the Company"), a Notice has been presented to the Court of Session ("the Court") by Messrs Charles Withall and Duncan Douglas, Chartered Accountants, of Market Street, Glasgow, Scotland, as Liquidators of the Company. It is directed that the Liquidators seek and call on all the creditors of the Company to submit a claim of their claims to the Liquidators by the date of the Court's order, in accordance with section 74 of the Companies Act 1985, and to the Liquidators by the date of the Court's order, in accordance with section 74 of the Companies Act 1985. Only the creditors who have submitted a claim to the Liquidators by the date of the Court's order will have the right to participate in the surplus assets of the Company now available for distribution to its shareholders. On 30th June 1998 the Court ordered that any person claiming to be a creditor of the Company should lodge a claim with the Liquidators by the date of the Court's order, in accordance with section 74 of the Companies Act 1985, and to the Liquidators by the date of the Court's order, in accordance with section 74 of the Companies Act 1985. Dated this 16th day of June 1998.

For the Liquidators:  
27 Melville Street  
Edinburgh EH3 7JF  
Agents for the Liquidators.

No. 02062 of 1998  
IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION  
COMPANIES COURT

IN THE MATTER OF  
ITE GROUP PLC

IN THE MATTER OF THE  
COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 10 June 1998 confirming the reduction of the share capital of the Company from £2,000,000 to £2,716,194.56 and cancellation of the share premium account of the Company in the amount of £4,605,000 and the Minute approved by the Court showing with respect to the reduction of the Company's share capital the several particulars required by the above-mentioned Act were registered by the Registrar of Companies on 11 June 1998. Dated this 16th day of June 1998.

For the Company:  
4 John Carpenter Street  
London EC2Y 0NH  
Ref. 5815704  
Solicitors to the above-named Company

## N.V. Vandemoortele International

## Information for holder of certificates

In the General Meeting of shareholders held on June 9, 1998, it was decided to pay a gross dividend of Bfr. 240 per certificate over the year 1997.

The net dividend of Bfr. 180 per certificate will be payable at the office of F. van Lanschot Bankiers N.V., Hooge Steenweg 29, 5-Hertogenbosch and at the office of F. van Lanschot Bankiers (Luxembourg) S.A., 106, route d'Arlon, Marmer, as from June 10, 1998 against delivery of the dividend coupon and 10 of the certificates of privileged shares.

STICHTING ADMINISTRATIEKANTOOR VAN BIJVOORBEHEERDE AANDELEN VAN N.V. VANDEMOORTELE INTERNATIONAL  
HOOGHE STEENWEG 29, 5-HERTOGENBOSCH

June 10, 1998



Japan pull-out  
Japan and Korea

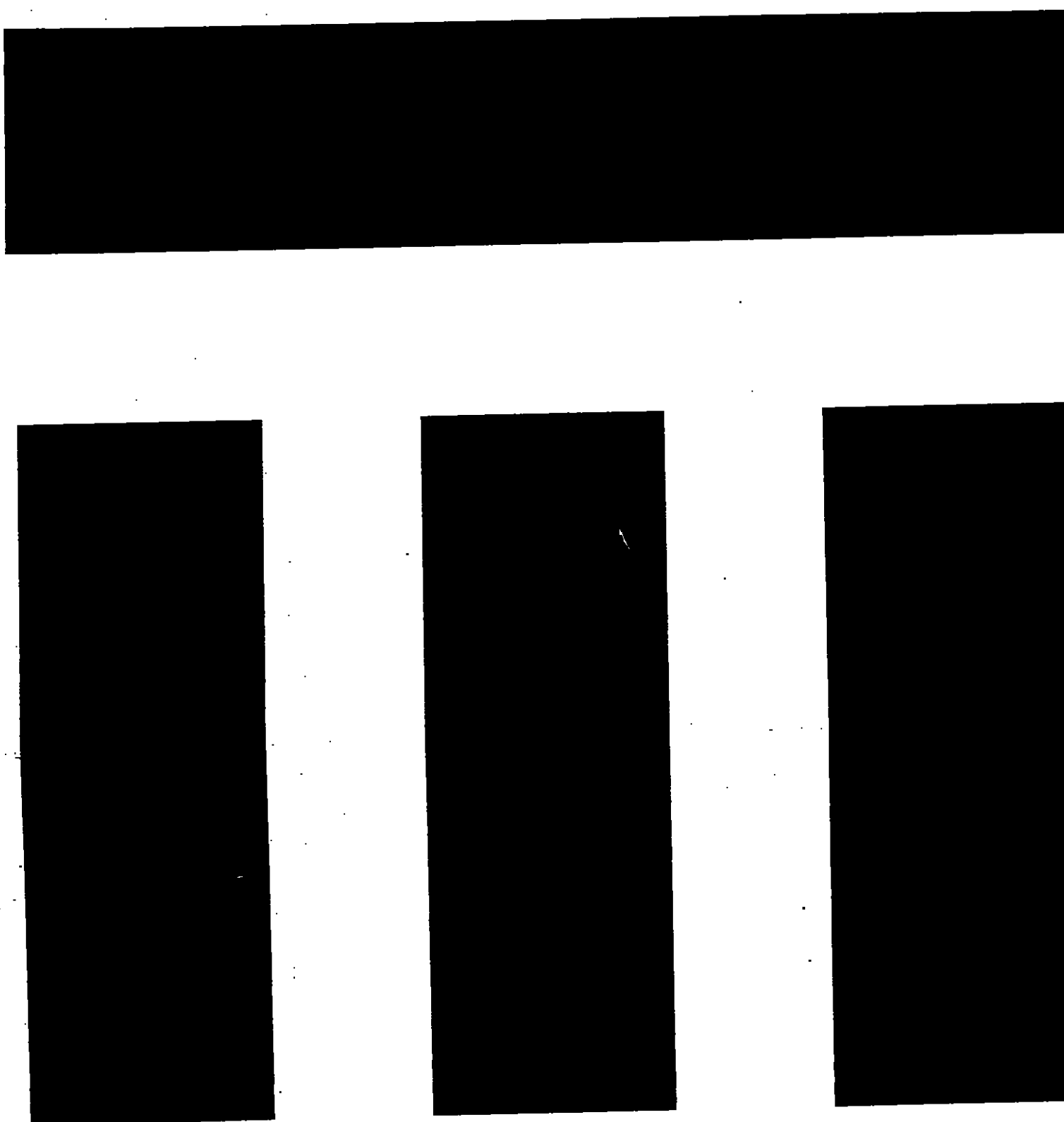
*Risk is our business.*



may be delayed

may be delayed

on allows aid  
to decline



## How to unleash a brainstorm.

Nothing has more impact on the balance sheet of an insurance company than good ideas.

As a reinsurer, Swiss Re Life & Health offers clients the chance to transfer risk and improve capital efficiency. But just as important are the benefits of shared skills and ideas.

We generate our know-how by means of extensive data gathering and intensive research on life and health issues.

We enrich our findings with the insights of our own experts and external specialists from all over the world. And we share the resulting intelligence with our clients wherever it is needed

via the Internet, software packages and in person.

Apart from a global and customised research service, we put our minds to specialist product design and develop training programmes to help clients enter new markets and grow.

We've got some of the best ideas you'll ever have. To find out how you can benefit from our way of thinking, just pick up the phone. You might call up a storm.

If you'd like more information about Swiss Re Life & Health, visit our Website – [www.life.swissre.com](http://www.life.swissre.com) – or fax +44 171 814 3014.

**Swiss Re Life & Health**



## ASIA-PACIFIC

SUPPORT FOR YEN ALARM GROWS IN WASHINGTON AS ASIAN CAPITALS WARN OF THE RISKS FROM AN INCREASINGLY WEAK JAPANESE CURRENCY

## Big change of heart prompts US intervention

By Peter Montagnon in Tokyo

The surprise intervention by the US and Japan to support the yen in foreign exchange markets may come to be seen as a pivotal moment in the drawn-out history of the Asian financial crisis.

For it marks an open admission by the authorities in both countries of the risk to world economic stability from Japan's deepening recession and an abrupt shift in US policy which has hitherto been set against intervention to try and support the flagging yen.

As the Japanese currency fell sharply last week Robert

Rubin, US Treasury secretary, said intervention would not solve Japan's fundamental economic problems. Only action by the Japanese government could do that.

The change of heart is a measure of the extent to which the US has become alarmed in recent days about the risk of a weak yen setting off a chain of further devaluations across Asia, most notably in China.

Hitherto China's refusal to devalue has made it a beacon of stability in the region and also helped preserve Hong Kong's currency peg, which is seen as vital to stability in Asia's second

largest financial centre. The chorus of complaint has been loud from other parts of Asia, too. Singapore's deputy prime minister, warned this week that the yen's weakness could trigger a second Asian crisis which would result in a world depression. "This shock may spill over globally and menacingly, more than anything the world has seen in the last 40 years," he said.

Calls from China for action on the yen have been growing more strident by the day. Yesterday Sun Zhenyu, vice-minister for international trade, warned

openly that China would have to devalue if a tumbling yen hit its exports. "Japan is our largest export market, our largest trading partner. That's why the yen's large scale depreciation has had major negative effects," he said.

Add to that signs that nervousness about Asia was spreading over on to Wall Street, as well as President Bill Clinton's desire not to visit China next week amid a serious economic and financial crisis, and it is clear why the US felt impelled to act. Less certain is whether the intervention will bring lasting calm to markets that

were still displaying signs of nervousness yesterday.

The statement from Ryutaro Hashimoto, Japan's prime minister, that Japan would respond to the US initiative by moving to expedite a solution to its chronic banking problems and accelerate implementation of the ¥16,650bn (\$115bn) fiscal package announced last month indicates that Japan is willing to pay a considerable price for US support. Both the banking and fiscal measures should be welcomed by the market which have been searching anxiously for a sign that Tokyo was prepared to take the

country's mounting problems seriously.

In particular, concern is focusing on the weakness of the banking system, where loans which turned sour after the 1980s property bubble burst have still not being fully accounted for.

The Bank of Japan governor, Masaru Hayami, yesterday urged banks to make further efforts towards full disclosure of bad loans "so as to wipe away the anxiety over the financial system," and there have also been similar calls this week from officials of the governing Liberal Democratic party. But much still depends on

the outcome of this week-end's meeting of senior officials from the Group of Seven countries in Tokyo.

One of the concerns of the outside world had been Japan's apparent denial of its problems. "Clearly the stress levels have been rising and the perception was that the Japanese were not apprised of the tremendous anxiety in the rest of the world," said Peter Tasker of Kleinwort Benson Securities.

If Japan had previously preferred to gloss over the extent of its problems, it will have less of an excuse to do so now that the rest of the world is so deeply engaged.

## Currency market support seen as short-term jolt

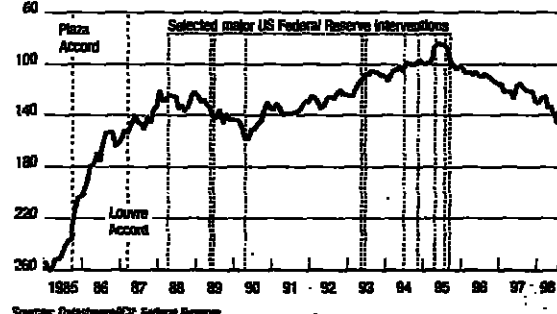
US analysts say the intervention will do little to affect fundamental forces

By Richard Waters in New York

Intervention on behalf of the yen may have delivered a short-term jolt to the currency markets, but it will do little on its own to alter the fundamental forces that have been driving western bond markets higher, according to US analysts and economists yesterday.

In spite of this, the action by the US and Japanese authorities was broadly welcomed in financial markets for providing at least a short-term respite after the potentially destabilising

Currency politics  
Yen against the dollar  
(¥ per \$)



flight from Asian capital markets in recent weeks.

"Intervention is a temporary alleviation of a problem that has to be solved fundamentally," said Larry Wach-

tel, market strategist at Prudential Securities.

That view was echoed by other economists, who added that the underlying problems of the Japanese economy remained unchanged.

"The outlook for the yen is still lousy," said Martin Barnes, an economist at Bank Credit Analyst.

Yesterday's intervention had been timed well to deliver a sharp reversal to currency speculators, market analysts said.

The large gap between US and Japanese bond yields has stimulated a steady flow of capital from Japan to the US for some time, and this had been exacerbated by the flight to quality that developed in recent weeks as Asian markets took another turn for the worse.

This was likely to provide only a temporary respite to buy time for Japan to find longer-term solutions to its vicious economic contraction, said Mr Barnes. Previous bouts of official

intervention in the currency markets suggest that the threat of further action may help to douse the speculation for some weeks.

The last time the US authorities intervened in the markets, when it sold the

**The dollar's reversal produced only a modest fall in bond prices**

yen and the D-Mark to buy dollars in 1995, the intervention came in three stages over a period of six weeks.

Other interventions have also come in stages, a his-

tory that is likely to dampen the enthusiasm for hedge funds and others to take a position against the yen.

The dollar's reversal produced only a modest fall in US Treasury bond prices after the surge of buying in recent days, a fall that reflected the strong underlying fundamentals for the bond market, traders said. The yield on the 30-year Treasury bond rose to 5.718 per cent during the morning, but remains close to its record low.

"This is still a good time to buy bonds - it doesn't matter whether the dollar is at 142 yen or 137 yen," said Mr Barnes. The overcapacity and economic decline in Asia would still exert a strong disinflationary on

the world economy, he added.

The official move in the currency markets also contributed to a bounce in western stock markets yesterday, as investors interpreted the move as a sign that the Japanese authorities would now be forced to pay closer attention to US demands for the sort of policy changes that would kick-start its sliding economy.

The threat of a spreading debt deflation in Asia has hung over US stock markets in recent weeks, contributing to fears that the boom in US corporate profits would soon come to an end. Any signs that the policy impasse would be overcome could be broadly positive for corporate earnings, according to this view.

MARKET ACCESS SUCCESS FOR TITANIC TEMPTS STUDIOS TO SEEK FUTURE PROFITS

## Clinton will lobby China to let Hollywood show its wares

By Alice Rawsthorn in London and James Harding in Shanghai

President Clinton plans to lobby Beijing during his forthcoming visit to China to allow Hollywood movie studios greater access to the Chinese market.

For decades after the 1949 Communist Revolution, China's leadership was openly hostile to Hollywood, viewing it as emblematic of western decadence. The government Propaganda Department authorised the first US film for release in 1980, and has since permitted a dozen to be shown each year.

Jack Valenti, president of the Motion Picture Association, the body which represents the Hollywood studios, said the US would present proposals for China to increase progressively the

number of pictures allowed into the country.

"We're trying to open up the Chinese market on a gradual basis, by suggesting that they take, say, seven more US movies next year, and another 10 the year after," he said. In return, the MPA may offer to promote Chinese films in the US.

Mr Valenti discussed the China issue with President Bill Clinton at a meeting in Washington a fortnight ago. He talked it over last week with Madeleine Albright, the US secretary of state.

The Chinese authorities appeared to soften their attitude to Hollywood movies earlier this year, when *Titanic* was distributed to cinemas all over the country with a personal endorsement from President Jiang Zemin, who urged his Politburo col-

leagues to see it.

The popularity of what was seen to be a politically innocuous Hollywood movie may have eased senior officials' entrenched resistance. Chinese censors had previously warned that US pictures would spread "spiritual pollution" in society, and local film-makers voiced concern about a flood of foreign competition.

*Titanic* also demonstrated the growing commercial potential of the Chinese cinema market, by grossing a record \$36m.

Tickets cost up to RMB30 (\$10) in Shanghai during its first few weeks on release, at least triple the normal price. Before *Titanic*, the highest grossing US film in China was *True Lies* starring Arnold Schwarzenegger. China Entertainment Net-

work, a Shanghai-based consultancy, estimates that \$200m-worth of cinema tickets were sold in China last year. In spite of the low short-term returns, Hollywood sees China as a potentially promising market for future box office revenue and film-related merchandise.

Mr Valenti is adamant that the MPA would continue to resist pressure from the Chinese to control the content of US movies. China has recently complained about Martin Scorsese's *Kundun* and *Seven Years in Tibet* starring Brad Pitt.

"I've tried to explain to the Chinese that Hollywood movies are where the president of the United States is the villain," said Mr Valenti. "And no-one tries to stop them."

## Washington and Beijing to point missiles away

By James Harding

China and the US are in the final stages of talks on an agreement not to aim nuclear warheads at each other's countries.

The deal on "deterrence", which officials hope will be concluded in time for President Bill Clinton's visit to China next week, is intended to underline a new era of peaceful co-operation in Sino-US relations.

A foreign policy adviser to Chinese president Jiang Zemin said: "There may be an agreement on deterrence because that would be very symbolic. There is a working group considering the implications."

The move to redirect nuclear weapons away from targets in the US and China would primarily be a gesture of goodwill, as officials in China said the warheads

could be "retargeted" within a matter of minutes.

The signal that China is considering a bilateral detargeting deal marks a small but important shift in the Chinese leadership's attitude.

Beijing has previously indicated China would only detarget on condition the US make a nuclear "no first use" pledge, which Washington considers a pillar of its deterrence strategy.

Mike McCurry, the White House spokesman, confirmed earlier this week that Washington was hoping to secure a deal to prevent China and the US from targeting each other with nuclear weapons as part of bilateral "confidence building" measures.

A detargeting deal "is something that lends some measure of stability to the concept of deterrence and in that respect enhances the

security of both sides. That is why we negotiated just such an agreement with Russia," Mr McCurry said.

China and the US do not give details of their strategic weapons. But according to a report in the Washington Times last month, the US Central Intelligence Agency has concluded that 13 of China's 18 nuclear intercontinental ballistic missiles have been targeted on US cities. These calculations are based on the angles of shadows picked up by US spy satellites, officials have said.

China said yesterday it was implementing immediately regulations controlling export of nuclear equipment and technology with dual civilian and military uses. The news comes after increased US pressure on China following nuclear tests by India and Pakistan.

## Seoul to draw up company 'death list'

By John Burton in Seoul

South Korea today is expected to unveil a "death list" of up to 50 troubled companies that will be targeted for liquidation as the government of Kim Dae-jung tries to breathe new life into its struggling economic reform programme.

The action is meant to speed corporate restructuring and prevent ailing banks from throwing good money after bad in propping up failing industries.

News of the impending announcement helped the Seoul bourse yesterday to stage its biggest ever daily rally of 8.5 per cent to 303.81 points. This was based on the belief that foreign investors, reassured about the pace of economic reforms, would not continue to pull funds out of financial markets and cause the Korean currency, the won, to fall.

Under earlier government pressure, the banks had provided W30,000bn (\$22bn) in emergency loans since October to 14 conglomerates, *chaebol*, on the brink of collapse to avoid a surge in unemployment.

The banks also wanted to prevent big bankruptcies that would have led to more bad loans, which threatened to wipe out their equity and cause their closure. The government is expected to rule on the fate of 12 troubled banks by July. Mounting criticism from foreign investors that economic reforms have become bogged down forced the government's new financial supervisory board last month to order the banks to draw up a list of companies that are unlikely to survive.

**The big chaebol have been blamed for excessive borrowing and support reckless expansion**

even if present high interest rates fall back to normal levels.

The banks initially were reluctant to include subsidiaries of Korea's five biggest *chaebol*, which are their biggest borrowers and bankers. The most creditworthy, and instead focus on smaller industrial groups.

That brought a strong rebuke from Mr Kim who told the banks to ratchet debt-heavy units of the top five conglomerates, which include the Hyundai, Samsung, LG, Daewoo and SK groups.

Local reports yesterday suggested that 20 of the 41 listed 50 companies included on the "hit list" are top five *chaebol* subsidiaries. Banks would cut lending to companies on the list.

If so, this would represent the first significant effort to curb the economic power of the big *chaebol*, which have been blamed for the nation's financial crisis because of excessive borrowing to support reckless industrial expansion.

Mr Kim has also accused the *chaebol* of blocking economic reforms by refusing to implement drastic restructuring that would reduce their debt burdens, which amounted to more than five times equity last year.

Officials yesterday indicated that another round of corporate pruning may soon occur by having the fair trade commission, the *chaebol* watchdog agency, conduct a new review that would use a broader set of criteria and a tougher look at corporate financial records.

The government is also pushing for a swap of assets among the big *chaebol* to promote industrial rationalisation. This followed recent reports that Hyundai, Samsung and LG were discussing an exchange of assets in a deal brokered by the government.

Hyundai would cede control of its petrochemical unit to LG, a leader in the industry, and LG would hand over its semiconductor company to Samsung, the world's biggest producer of memory chips in return. Hyundai, Korea's biggest carmaker, would take over Samsung's new car subsidiary.

## Unofficial contacts still crucial in oiling China's relationship with US

Clinton visit to Beijing is part of a scheme to 'regularise' links, James King reports



Clinton in China

Subtle hints and veiled overtures have always been a part of the modern relationship between the US and China. Chairman Mao Zedong's first signal that he wanted to explore ties with the US was to have Edgar Snow, a US journalist, stand next to him at an important function. But the message was so subliminal that the US, at first, failed to spot it.

But things have developed considerably since that sign and the "ping-pong diplomacy" that presaged Richard Nixon's historic summit in 1972. Informal contacts have proliferated and, especially in sensitive areas such as the military relationship and the question of Taiwan, there is evidence that they have become crucial to building trust.

The summit between President Bill Clinton and President Jiang Zemin this month is being portrayed as a "regularisation" of ties, as both sides seek to remove the stigma of 1989's Tiananmen Square massacre. "There was a massive rupture in our relations in 1989, so in a sense I view what is happening now as a kind of normalisation," said Kenneth Lieberthal, University of Michigan politics professor.

But the expanding official ties expected to follow the summit will not render informal contacts redundant.

There remain many delicate areas of the US-China relationship for which the camouflage afforded by scholarly exchanges, friendship associations and other unofficial umbrellas is useful.

The point is illustrated by intriguing visits to China and Taiwan earlier this year by Joseph Nye, a former US assistant secretary of defence for international security affairs. He is now dean of the John F. Kennedy School of Government at Harvard University.

From China's perspective, the issue of Taiwan, which Mr Nye addressed in meetings in Beijing and then Taipei, is of paramount importance to the US-China relationship. Mr Nye offered a new formulation, senior Chinese officials said, which aimed to reduce tension by informing Taiwan that the US would oppose any move for Taiwan independence but would also help Taipei expand its ties in international organisations which do not require statehood.

This aspect of Mr Nye's new formula sought to address China's main concern - possible Taiwan independence - and one of Taiwan's greatest frustrations; its dwindling international recognition.

Two senior Chinese officials said they believed Mr Nye's overture may be future US policy in an initial, exploratory form. Mr Nye, who came to China in an unofficial capacity, could not be reached for comment. But there is no question that his trip, which was followed

by a similar mission from William Perry, a former defence secretary, has aroused new hope in Beijing for the US-China relationship.

Chinese officials said that the first place they heard Mr Nye's new formula was at a conference at Harvard organised by the Kennedy School's "China Initiative", a programme which aims to build bilateral understanding through high-level exchanges. The initiative was launched in 1996 and is funded through a \$7m donation from Nina Kung, a Hong Kong businesswoman. One of many US and Chi-

**'If we lobby, then suddenly people start talking about a communist threat'**

nese organisations furthering informal ties, the China Initiative also conducts exchanges with senior officers of the People's Liberation Army and Chinese civil servants. The topics discussed during meetings between US military experts and Chinese counterparts included "the future of nuclear weapons doctrine and force structure" and "theatre and national ballistic missile defences".

The aim is to increase trust between the two militaries by increasing transparency. The extent to which policy issues, such as the mutual de-targeting of US and Chinese missiles, figure in these informal con-

tacts between military elites is not clear. But the topics already discussed are nothing if not substantive.

Other unofficial contacts serve a somewhat different purpose. Chinese officials said a "perception gap" on Capitol Hill about the nature of the ruling Communist party hobbles Beijing's diplomatic initiatives in Washington. "If the Taiwanese lobby on Capitol Hill that seems to be fine. But if we lobby, then suddenly people start talking about a communist threat," said a senior Chinese official.

In order to remake China's image, more than 100 US congressmen were received in Beijing last year, mainly by the Chinese People's Institute of Foreign Affairs, an unofficial organisation which nevertheless has close links with the foreign ministry. They are taken through a programme which accentuates China's modernity, free market reform and almost total lack of communist dogma.

The Communist party itself has signalled a wish to pursue a more informal brand of diplomacy than that practised by the state. Dai Bingguo, head of the party's international department, indicated in a recent interview that the party was ready to establish ties with the Republicans and Democrats in Washington.

He said that the party would not export its ideology but could "study, learn and borrow from foreign political parties anything favourable to us". The advantage for foreign counterparts would be access on a relatively informal basis to China's highest authority.

21251C

**FT**  
FINANCIAL TIMES  
Finance

## FT World Accounting Report

FT World Accounting Report is a monthly newsletter providing an essential first read on international financial reporting changes and their practical implications for you.

FT World Accounting Report provides:

- accurate reporting of latest developments in international accounting and auditing
- expert analysis of the issues
- a monitor of national accounting changes and their relationship to international developments
- international coverage, including regular reports from emerging markets and other developing countries
- up to date intelligence on the changes in international accounting which affect your reporting, auditing, listing or investing decisions.

Annual subscription £525 (UK) £550/US\$558 (overseas) Ten issues a year ISSN 0308-4965

Call +44 (0) 171 896 2314 or fax +44 (0) 171 896 2274 for a free sample copy.

Or order direct from FT Finance, Customer Services, 2nd Floor Maple House, 149 Tottenham Court Road, London W1P 9LL, UK.



صلى الله عليه وسلم

FINANCIAL TIMES THURSDAY JUNE 18 1998 ★

Seoul to  
draw up  
company  
'death  
list'

job

Beijing  
away



Congratulations,  
Compaq and  
Digital, on  
becoming one.

**This new company is poised to push information technology further, faster. As the world's leading providers of servers and workstations for Windows NT, Compaq and Digital have been helping countless enterprise customers succeed—with a global services network and highly scalable systems that interoperate with just about everything. Microsoft congratulates these valued companies as they become one.**

Where do you want to go today?

**Microsoft**

[www.microsoft.com](http://www.microsoft.com)

©1998 Microsoft Corporation. All rights reserved. Microsoft, Where do you want to go today? and Windows NT are either registered trademarks or trademarks of Microsoft Corporation in the United States and/or other countries. Other product and company names herein may be the trademarks of their respective owners.

## BRITAIN

MONETARY POLICY ANALYSTS SAY INTEREST RATE INCREASE VINDICATED AS FIGURES SHOW INCREASE IN EARNINGS

## Economy set for period of 'stagflation'

By Richard Adams and Sheila Jones

The UK economy looks on course for a bout of "stagflation" after figures published yesterday showed accelerating earnings and the first increase in unemployment for two years.

Average earnings in the February-April period were 5.2 per cent up on a year before, compared with annual growth of 4.9 per cent a month earlier. Analysts said this vindicated the decision to raise interest rates earlier this month by the Bank of England, the UK central bank.

The number of people out of work and claiming benefits increased by a seasonal-adjusted 1,700 in May – the first rise in the jobsless total since March 1996.

But the Office for National Statistics said that the underlying trend, based on

## Pound's recent revival intensifies worries of exporters

The pound's revival over the last two weeks has intensified worries of a recession in the UK's export sector and added to the headaches of monetary policy makers, Daniel Dombey writes. Yesterday sterling ended London trading at DM2.9702 to the D-Mark, 10 pence higher than it stood on May 21. "Pundits who were thinking the pound would head down from DM2.87 to DM2.60 will have to think again," said

an internationally comparable measure, remained downward.

"The labour market data show a nasty mix of slowing growth and stubbornly buoyant pay," said Michael Saunders, UK economist at Salomon Smith Barney, the investment bank.

"Although the economy is

Paul Charkow, at Bank of Tokyo-Mitsubishi. "The pound's been at DM3.10 before and at current levels there's still space for it to go further up." Retail prices and average earnings data this week worsened inflation expectations, persuading the markets of the likelihood of another rise in interest rates. The last rate rise, on June 4, to 7.5 per cent, had accentuated the attractiveness of the pound at a time when the

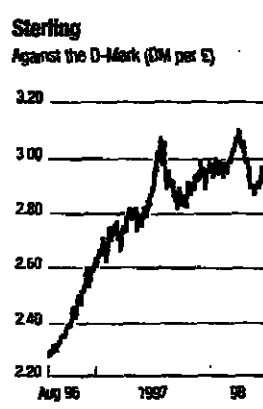
clearly slowing, unless upcoming activity data are very weak, it looks as if rates will rise 0.25 percentage points in July in order to ensure a longer and deeper slowdown," Mr Saunders said.

Short-term future contracts were again heavily sold off in London, and now

D-Mark was rocked by emerging markets' travails. Comparable rates in France and Germany are 3.3 per cent. "If you're a fund manager, you're being paid to hold sterling, because of the difference in interest rates," said Neil Mackinnon, an independent hedge-fund adviser. "As long as interest rates hold up where they are, international investors will come into sterling."

imply a further interest rate rise by the Bank's monetary policy committee before the end of the year.

The committee raised base rates to 7.5 per cent this month after average earnings figures showed an annual increase of 4.9 per cent. Northern Rock bank yesterday raised its standard



mortgage rate by 0.45 percentage points to 8.95 per cent, reflecting the change in base rates.

Private sector pay continued to concern policymakers. It increased at 6.1 per cent over the past year, although the ONS said big bonus payments in February and March continue to dis-

tort the underlying increase. The ONS estimates that excluding bonuses, private sector earnings increased from 4.8 to 5 per cent.

The Treasury said private sector earnings "give serious cause for concern." This was echoed by David Blunkett, the chief employment and education minister, who told the British Chambers of Commerce conference in Birmingham, England's second biggest city, that rising wages threatened to "destroy the enormous prize of economic growth and stability."

But John Entwistle, the BCC president, said companies were "tired of being named" on wages. "The aim of business is to minimize costs but many increased are a necessary response to skills shortages in key areas of demand," he said.

See LEX

## CULTURE CONTROVERSIAL SCULPTOR GETS SEAT

## Businessman chooses artists to save arts body

By Antony Thompson

Gerry Robinson, chairman of the Arts Council of England and the Granada media and leisure group, yesterday appointed five artists to the council to lick it into shape rather than the expected businessmen.

One of the country's most controversial sculptors – Antony Gormley, best known for *Angel of the North*, the gigantic figure beside a main road in north-east England – is one of the team.

The unwieldy 23-strong body resigned en masse this year following a suggestion from Mr Robinson – and he has designed an 11-strong structure that will decide how to spend a £400m (£656m) annual budget.

"I think it is a lively list of artists, able to take a wide view of the whole of the arts world. Many of them are young which fits in well

with the fresh, contemporary approach we will be taking," Mr Robinson said yesterday.

There are no businessmen, apart from Mr Robinson, on the new council but plenty of working artists, most of them under 40. "The new members come from specific arts backgrounds but they will not just fight their own corners," he said.

They tend to be individual artists rather than administrators of arts organisations. The most unexpected names are Mr Gormley; Anish Kapoor, another sculptor, who won the Turner prize in 1991; and Deborah Bull, a principal dancer at the Royal Ballet who has made a name for herself as a pungent commentator on the arts.

The other new members are Hilary Strong, who has run the Edinburgh Fringe Festival since 1994; Joanna MacGregor, a concert pianist; and Derrick Anderson,

a local government chief executive who previously worked in the arts.

Four members of the old council have rejoined to give some experience. They are Professor Christopher Frayling, rector of the Royal College of Arts; David Brierley, formerly general manager of the Royal Shakespeare Company; Andrew Motion, the poet; and Prudence Skene, an arts administrator.

Despite reports that leading figures – from Sir Peter Hall to Sir Alan Ayckbourn – had turned down invitations to serve on the council, Mr Robinson said he had "not had a refusal".

The council's first official meeting will be in July, when there is a backlog of lottery applications to consider. It is likely that many will be rejected. Mr Robinson has made it clear that he thinks that too much National Lottery money has already been committed.



Gerry Robinson described the line-up as a "lively list" Tony Andrews

## Employers urged to boot out hooligans

By George Parker and Robert Taylor

Tony Blair, the prime minister, yesterday urged employers to take "strong action" against staff involved in violence at the soccer World Cup in France.

He hopes the prospect of disciplinary action at work, or even the sack, will persuade some fans to curb their violent tendencies during the competition.

But employment lawyers said last night any move to discipline an employee for hooliganism would be "highly questionable". It might be possible for an employer to demonstrate that the behaviour brought the company into disrepute or affected its business operations. But a dismissed employee could bring an unfair dismissal case to an industrial tribunal and seek compensation for loss of employment.

After three days of violence in Marseilles, England supporters yesterday began arriving in Toulouse ahead of the team's match on Monday with Romania.

The authorities in the "rose city" have already taken precautions to avoid further clashes, including cancelling plans to show the game on a giant video screen and early closing times in bars.

A music festival has also been postponed.

Mr Blair's office was struck by the fact that many of those arrested in Marseilles appeared to come from middle class backgrounds and had good jobs.

It also said it would consider amendments to the crime bill, proposed by the opposition Conservatives, designed to restrict the movement of suspected hooligans abroad. The proposals were immediately denounced as "un-Conservative" by Alan Clark, the controversial Conservative MP, who said England supporters were simply defending themselves. He argued that the fact that English supporters wrapped in the national flag were singled out for attacks was "a kind of compliment to the English martial spirit".

See World Cup page

## Union claims over rail safety denied

By Andrew Bolger, Employment Correspondent

Railtrack, which owns the UK rail infrastructure, yesterday denied claims by the RMT union that maintenance companies had halted vital safety checks ahead of a four-day strike by 9,000 workers, which starts at midnight tonight.

The action is expected to have limited impact on travellers this weekend but the strike is the first in a campaign over pay and condi-

tions that could have an increasing impact.

The maintenance workers will strike again for seven days from June 29, and further strikes have been threatened.

The union said members in most of the companies involved had reported that their employers had decided not to carry out basic track safety inspections, including ultrasonic testing of rails and inspection tunnels, in the 48 hours leading up to the strikes.

Jimmy Knapp, RMT's general secretary, said: "The companies are being reckless with passengers and train safety and they seem to believe if they do not look for defects they do not exist."

But Railtrack insisted all necessary tests would be completed within agreed time limits. "Current rail testing is compliant with standards and frequency, whether or not this strike takes place," it said.

The government-funded

Health and Safety Executive said Railtrack had given assurances that it would ensure work was done that was immediately vital to the safe operation of the railway.

Train services on the main east coast rail line were returning to normal last night after engineers completed checks on Great North Eastern Railway's 31-strong fleet of high-speed electric trains following a derailment caused by a broken wheel.

Thousands of travellers between London and Edinburgh faced long delays after GNER withdrew its fleet of InterCity 225 trains for safety checks.

The derailment occurred two weeks after a cracked wheel caused the crash of a German high-speed train near Hanover with the loss of 100 lives. The German authorities have since ordered the replacement of the wheels on all first generation Intercity express trains.

## Power regulator in monopoly warning

By Andrew Taylor, Utilities Correspondent

Power generators could be referred for a monopolies commission investigation if government moves to stem development of gas-fired power stations restricted competition, the electricity regulator warned yesterday.

Stephen Littlechild, director-general of Ofwat, the industry regulator – has cautioned ministers not to restrict construction of gas-

fired plant in order to preserve a market for British coal. He said yesterday: "I am concerned that measures to help the coal industry should not be at the expense of customers and competition in the electricity industry. A policy of preventing new entry by gas-fired generators would be damaging for competition, prices and investment."

The regulator is understood to have advised ministers that any restrictions on

gas plants should be accompanied by moves to persuade big generators to sell more of their existing coal-fired capacity.

National Power and PowerGen, the two biggest fossil fuel generators, in 1996 leased five coal plants with about 6,000MW of capacity to Eastern Group after the regulator threatened a monopolies probe. The five stations represented just under 10 per cent of total market capacity.

Prof Littlechild said yesterday that he would be prepared to take on the big generators again if he felt they were abusing their market power.

The regulator is currently investigating why a key component of the price paid to generators by the national electricity pool rose sharply last year when fuel costs had declined.

Customer groups have complained that National Power, PowerGen and East-

ern set prices in the pool 86 per cent of the time in 1997.

Prof Littlechild said any decision on whether to seek further divestment from generators would depend on the outcome of his investigation and any measures that might be taken to assist British coal sales.

The regulator has proposed an overhaul of wholesale trading arrangements in the pool, which acts as a clearing house between generators and customers.

are not actively recruiting and Mr Brierley had to contact the Lloyd's central switchboard to join.

Membership swelled to 34,000 Names in the 1980s but there are fewer than 7,000 now. They back only 40 per cent of Lloyd's business. Underwriting agents who



Philip Brierley: 'There are significant advantages in being a Name'

## New Name finds himself in an exclusive club at Lloyd's

Ahead of tomorrow's annual meeting, Christopher Adams talks to a consultant who has joined an increasingly rare breed

Philip Brierley finds nothing remarkable in what he has just done. The RAF officer's son lives quietly in eastern England with his wife and four children. He is an information technology consultant.

But this year he became a member of an exclusive club, signing up as one of only seven new Names at the Lloyd's insurance market. He has no aristocratic roots, no country estate, no art collection, not even a few acres of farmland.

Access to an inherited fortune, he says, is not a prerequisite for joining Lloyd's. "People in London have got houses worth more than a quarter of a million [pounds]. That's not actually a big sum," he adds.

More surprising, perhaps, he has eschewed the advice of Sir David Rowland, Lloyd's previous chairman, who warned of the pitfalls of trading with unlimited liability in a valedictory speech at Lloyd's annual meeting last year.

Mr Brierley says there are significant advantages in participating this way, despite the risk of losing everything.

His views would appear to run counter to the direction Lloyd's itself is taking. Corporate capital is fast replacing Names – whose personal assets have traditionally supported the insurance market – and this year's annual meeting on Friday may well see a heated row, the outcome of which

may spell the end for Names. Lloyd's has provided a reasonable average rate of return despite horrendous losses between 1986 and 1992, says Mr Brierley, who is not deterred by the severe downturn in most of the insurance market. The risk of a heavy personal loss is low, he says.

The advantage of being a Name is that personal assets can be made to work twice. Names do not invest in Lloyd's. They pledge capital on which they earn a return based on the underwriting performance of the syndicates they back.

Capital is not drawn down unless a portfolio of syndicates records an overall loss. "Lloyd's has learned some lessons. They're managing their business better and packed away a lot of the hidden risk which people weren't aware of," Mr Brierley explains. "There's a lot more

quality information to help you choose your portfolio as well."

"You have to pay for access to syndicates now. The syndicates which are poor performers are cheap while those that are good are expensive. So you're aware of what you're going into."

## 'People in London have got houses worth more than a quarter of a million. That's not actually a big sum'

"I don't want to spend hours and hours trading the market, but I will have to be careful so that I choose the right portfolio."

The number of Names has fallen sharply in recent years, following the worst losses in the market's history. Most members' agents, who handle Names' affairs,

manage insurance businesses at Lloyd's have been cementing strong ties with corporate capital, a process that may limit the ability of traditional Names to participate.

"I don't see why Lloyd's is attracted by pushing towards more corporate Names," says Mr Brierley.

"I've a feeling there's a culture gap between individual and corporate Names that's gone too far. At the moment, Names feel beleaguered."

Mr Brierley says he will continue trading as an unlimited Name as long as it is possible for him to do so. He plans to use the income from Lloyd's to supplement his future pension. Recently increased capital requirements were a sensible move but have not excluded participation, he believes.

He may trade capacity – the right to support Lloyd's syndicates – at this year's capacity auctions in order to change his portfolio of syndicates, which write a mix of non-marine, aviation and motor business.

Offers made by insurance underwriters to buy capacity on their own syndicates from Names have so far been pitched far too low, he believes.

## NEWS DIGEST

## BRITISH CHAMBERS OF COMMERCE

## Leadership defies anti-Emu dissenters on membership

The leadership of the British Chambers of Commerce yesterday launched a robust defence of prospective UK membership of the European single currency in the face of vocal opposition from some rank-and-file members. John Entwistle, BCC president, said: "We are for the euro – we want Britain to join as soon as the economic conditions are right." An earlier debate at the BCC's annual conference in Birmingham, the second biggest city in England, had indicated that 79 per cent of delegates – most of whom represent small and medium-sized businesses – agreed the UK should join European monetary union at some stage in the next five years, but that only 39 per cent felt prepared for it.

Ian Peters, BCC deputy director-general, disclosed that the leadership was keen to prevent anti-Emu campaigns within the business community – such as the recently launched Business for Sterling – from "building up a head of steam" in the debate. But John Hudson, vice-president of the traditionally independent Birmingham Chamber of Commerce, warned of concerns among regional chambers. "Some of our members have serious reservations about Britain joining the single currency," he said. Liam Halligan, Birmingham

## EU LEGISLATION

## MPs call for greater scrutiny

An office should be established in Brussels to help remedy the UK parliament's inadequate scrutiny of draft EU legislation, MPs said yesterday. They also recommended that the number of House of Commons standing committees charged with dealing with proposed EU laws should be expanded from two to five. A report by the Commons modernisation committee highlighted a catalogue of blunders by government departments that hindered scrutiny of EU documents. It said the Commons European legislation select committee, which examines huge swathes of EU documents ranging from proposed laws to submissions to the European central bank, should be renamed the Commons European scrutiny select committee for the purposes of clarity.

It added there was "great potential value" in establishing a "forward observation post" in Brussels to act as the "eyes and ears" of the select committee. The Danish and Finnish parliaments already have offices in Brussels. With limited exceptions, the government does not reach agreement in the EU Council of Ministers on legislation unless it has first been subjected to scrutiny in London. Andrew Parker, London

## TAX BREAKS

## Ministers told to scrap reform

The government yesterday faced calls to disclose the expected costs of its proposed reform of capital gains tax after it emerged that the 34 UK-based partners of Goldman Sachs could benefit to the tune of £500m (£820m). The Liberal Democrats, the smaller opposition party, described the reports as "very worrying" and called on the government to withdraw the proposals until the full effect on public finances had been assessed. In the House of Commons, Tony Blair, the prime minister, was asked whether the government had intended to create a "huge tax loophole" at the same time as scrapping retirement tax relief for owners of small businesses. Paddy Ashdown, Liberal Democrat leader, said the government should: "Spend rather more money on providing decent public services for the many, and less on large tax breaks for the few." David Wighton, London

## LONDON CITY AIRPORT

## Green light for new rail link

The government yesterday gave the go-ahead for a £35m (£57m) extension to London's Docklands Light Railway to give a direct link with London City airport, in the south-east of the city, by 2004. One of the railway's lines passes within half a mile of the airport but is separated by the former London docks and air passengers have to take a shuttle bus. The airport link is one of a dozen possible extensions which have been under review by DLR in an attempt to broaden its appeal and increase passenger numbers. It would be funded by a mixture of public and private finance under the government's public-private partnership scheme.

The announcement of the green light for the new link comes a week before the official opening of the Heathrow Express service, a £440m project to link Heathrow with Paddington station in central London using a 15-minute fast-rail service. Charles Batchelor, London

## FAIR TRADE

## Action urged on vending coffee

Top companies are being asked by the government to turn their workers' coffee breaks into part of the international effort. Claire Short, chief international development minister, has written to 500 companies asking them to change the coffee they serve in vending machines to help small farmers. Ms Short wants staff to have the chance to buy "fair trade" coffee, which is certified to have come from producers offering fair wages, good safety standards and decent working conditions. She has suggested in a letter that at least half of companies' vending machines sell fair trade coffee.

"The initiative will make a real difference to the lives of impoverished coffee growers," she said. "I am sure your workforce would like the chance to help in such a simple but productive way." A sample of fair trade coffee accompanied each letter. George Parker, London



# WEAPONS THAT BLIND OR POISON HAVE BEEN BANNED. SO WHY IS THE WEAPON THAT DID THIS STILL LEGAL?

There are some weapons so abhorrent that their use simply cannot be permitted.

The horrific effects of poison gas in World War I saw this weapon banned in 1925.

The insidious blinding laser joined this list in 1996.

But there is one weapon that causes untold human suffering and still continues to be used.

That weapon is the landmine.

Anti-personnel landmines are frequently laid in a haphazard fashion and continue to operate long after a conflict has ended.

Which means the victims tend not to be soldiers with ample medical support, but poor men, women and children playing no part in the conflict.

Today, somewhere in the world the life of another young child will be cruelly shattered by one of these weapons.

Just one of seventy civilians who fall victim to the landmine every single day.

That is why the International



Committee of the Red Cross is leading the call for a total ban on the production, export, use and stockpiling of anti-personnel landmines.

The weapon that mutilated this defenceless child cannot be

allowed to continue its carnage.

Before another century starts, landmines must be stopped.



INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)  
**LANDMINES MUST BE STOPPED**

## WORLD CUP

SOUTH AFRICA SQUAD DOWN IN THE DUMPS AND UNDER FIRE FROM HOME

## Boys undone by men of the world

Mark Gleeson on the pressures that bedevil Bafana Bafana

There has been an air of gloom hanging over the South African camp in the French resort town of Vichy, where most come to cure their ailments.

That the soccer team of the former apartheid state should be based in the wartime capital of collaborationist France is an irony in itself. Now, there is the added twist of a town famous for its hot springs playing host to a team in desperate need of some thermal therapy.

A 3-0 hammering by France in their World Cup debut in Marseilles last Friday leaves Bafana Bafana

("The Boys") effectively needing to win their remaining two matches, first against Denmark today and then the Saudi Arabians next week. That, in itself, is little surprise given France's role as both hosts and top seeds in Group C and the fact that South Africa, as coach Philippe Troussier always said, were only going to be challengers for second place in the group.

But the margin and manner of South Africa's defeat at a windswept Stade-Vélodrome, allied to a xenophobic and hysterical reaction from an expectant public at home, has turned a

team capable of a few shocks at the World Cup into a nervous group of sullen school-boys. The criticism from home has hurt most - the players being accused of not trying or being frightened by the occasion.

The proud Gallic ego of Troussier, too, has been trampled on by the lack of application by his squad and, even more, accusations from South Africa that he threw the game in favour of his native France.

It is a preposterous allegation, but one amplified on talk radio shows across the country and even by the Fan Africanist Congress, a fringe

political party that demanded Troussier's immediate resignation.

The pre-World Cup hype in South Africa demanded nothing less from the country's footballers than had been achieved by their compatriots at the cricketing and rugby equivalents. But it is impossible to equate the real World Cup with the two other versions; it was always hopelessly unrealistic to expect that Troussier's team could be real players on their first visit to soccer's supreme stage.

Cricket and rugby remain, essentially, the preserve of the country's white elite. Some form of achievement by the football team would

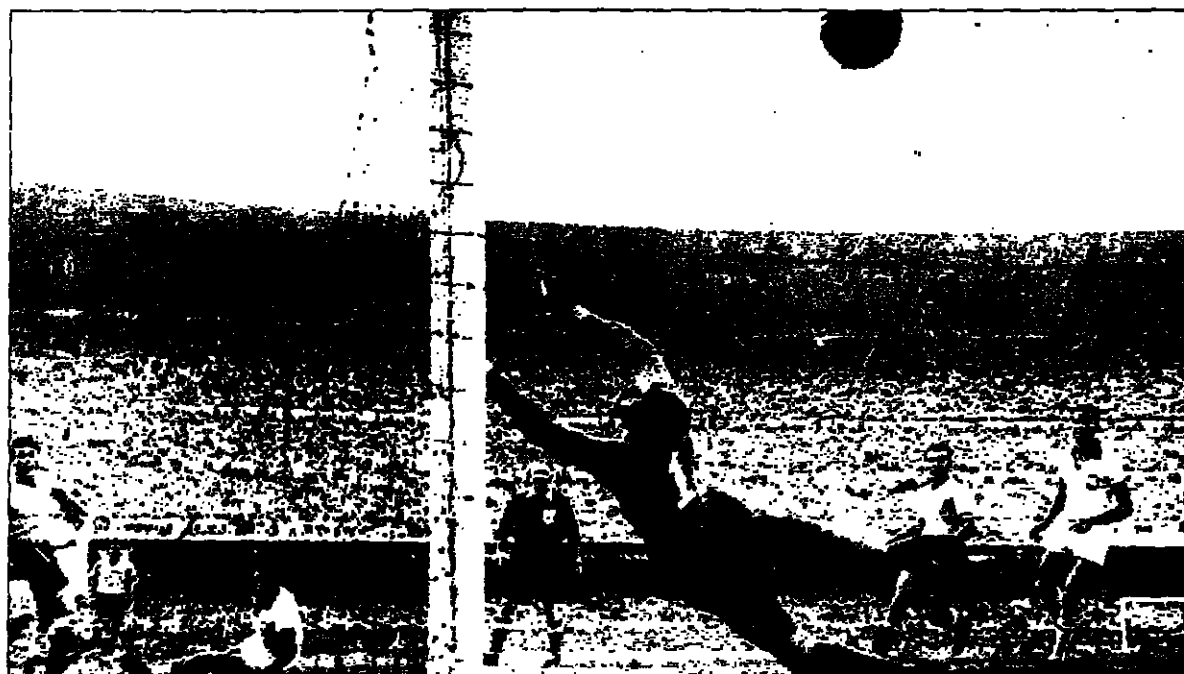
help press forward black South Africa's efforts at achieving equality - even if only psychologically in this case. It is estimated, although not yet verified, that more South Africans watched the match against France on television than did the release of Nelson Mandela eight years ago.

This week Troussier touched briefly on the sense of expectation that overwhelmed the camp on the afternoon of their meeting with the French. "A call from [President] Mandela, a visit from Thabo Mbeki [his deputy], all of soccer's officials in the hotel and hundreds of fans maybe wasn't the best way to prepare for

the game. Maybe we have to look at a different way for the Denmark game."

Troussier must turn despair into joy not only in the team's pre-match focus, but also in their on-field tactics. The responsibility obviously rests uneasily on his shoulders. Of the game against the Danes in Toulouse, he says: "This is our World Cup final, this is the match that can potentially start South African soccer on a higher level."

It is going to take a Herculean effort to turn the fortunes of Bafana Bafana around. But perhaps at this level of play, that is exactly what the South Africans still are. Bafana... just boys.



Near-post nightmare: the moment that blighted Moacyr Barbosa's life when Uruguay scored their winner in the 1950 final

Popperfoto

BRAZIL PLAYER MADE A LIFELONG PARIAN FOR WORLD CUP FINAL MISTAKE

## The unforgiven goalkeeper

Geoff Dyer relates a tale of the darker side of the country's passion for football

Most afternoons, Moacyr Barbosa, a 76-year-old with dark skin and irrefragable smile, leaves his modest apartment for a stroll in the small town of Praia Grande near the Brazilian port of Santos.

When he reaches the beach, he stops for a chat at a kiosk. He has little money but a friend who runs the bar keeps him supplied with his favourite cocktail of cachaca rum and lemon. Usually good-humoured, he shares jokes with other customers. Yet on his bad days he reflects on how his life was destroyed by a single error on a football field.

Barbosa played for the Vasco da Gama club in Rio de Janeiro and for most of the 1940s was generally considered the best goalkeeper in Brazil. He was the natural choice for the national team in 1950 when the World Cup was held in Brazil. Yet his world turned upside down in the final against Uruguay.

Firm favourites to win, the Brazilians froze in front of their home crowd. With the score level at 1-1 and 11 minutes to go, Ghiggia, the Ur-

guayan winger, approached the Brazilian box. Expecting a cross, Barbosa was beaten by a shot to his near post. Brazil lost and Barbosa has been treated ever since as virtually a traitor.

"A life sentence in Brazil is 30 years. I have been persecuted for nearly 50 years for my mistake," he reflects. It is a sad commentary on the less attractive side of Brazil's enduring passion with football and especially the World Cup.

Feted as national heroes if they win, failure can leave the players with deep scars. Zico, the midfield star of the early 1980s, was considered by some to be the best player in the world of his generation. He is now part of the national coaching team, but for many Brazilians he will never be one of the true greats because the sides he played in did not bring home the World Cup. Romario, left behind this year because of injury but the proud owner of a 1994 winner's medal, once called him a "loser".

The burden of public expectation has fallen most heavily on the team's goal-

keepers. Roberto Gomes Pedrosa, who kept goal for one losing game in the 1930 Cup, and Castilho from the 1954 side, both later committed suicide for reasons that were never fully explained, leading some to conclude that the job is cursed.

Barbosa's five decades in purgatory followed what was without doubt the worst day in Brazilian football history. The Maracana Stadium, the largest in the world, was built especially for the 1950 World Cup, which was supposed to consecrate Brazil as the sport's new masters.

Before the final, Rio's mayor made a famous speech in which he greeted the Brazilian team as the new "world champions". A Rio newspaper had already printed an early edition that celebrated a Brazilian victory, copies of which were urinated upon by the Uruguayan team in ceremonial fashion before the game.

At the final whistle, the 200,000 Brazilian fans in the stadium stood in numb silence, broken only by gentle sobbing. To this day some people believe the Maracana should be pulled down.

Pele and his colleagues in the sides that subsequently

won the World Cup are revered not just for their success, but also for exorcising the memory of 1950.

In the recriminations that followed the match, Barbosa was once called in for police interrogation to see if he was a communist. After football, the only job he could get was at the Maracana itself, where he worked for 30 years showing visitors around.

When he retired to the Sao Paulo coast, early this decade, his pension was less than \$100 a month. Some friends got in touch with the Vasco club, which agreed to give him some financial help. Yet he still cannot afford a telephone.

To this day, he feels like a man pursued. He has complained to friends that strangers still occasionally point at him and tell their children: "That's the man who lost us the Cup in 1950."

There has been little so far in the tournament to trouble Taffarel, his successor in today's team. But Barbosa's tale is a powerful reminder to the players, notwithstanding Tuesday's effortless demolition of Morocco, of the thin line they tread between football heaven and the purgatory of defeat.

## ZAGALLO'S ACHILLES HEEL

## Where samba soccer loses its rhythm

If Brazil fail to win this World Cup, an incident in the first half of Tuesday's imperious swatting of gallant but over-hyped Morocco may be interpreted as a warning that the team's smooth progress was about to be interrupted.

Brazil were cruising. Ronaldo, a goal scored, and Rivaldo were on their guns. Morocco were trying hard, but making little progress.

Suddenly, Dunga, the world champions' captain, started to treat his forwards - notably Bebeto - to what looked like an almighty tongue-lashing, presumably for not doing enough backtracking. It seemed at one point as if the two were about to come to blows.

After a few seconds, the fracas died down and Bebeto went on to score the Brazilians' third goal. But the flare-up hardly bespoke the solidarity the side tries to convey by ostentatiously walking out on to the pitch hand in hand.

In fact, if Brazil are not yet the finished article - not quite - it is the result less of the shortcomings of its electric forward line than those of the ageing Dunga himself.



Ageing star: Dunga's flare-up revealed the side's weakness

Together with Cesar Sampaio, Dunga makes up the defensive midfield pairing to coach Mario Zagallo's complex formation. This can be schematised as 2-2-2-2, with wing backs Cafu and Roberto Carlos, free to shuttle up and down the touchlines as circumstances dictate.

In the current tournament, this has been working fine when Brazil have the ball, but less so when their opponents have it, since neither Dunga, 34, nor Cesar Sampaio, 30, has displayed much of an appetite for tackling. In fairness to the latter, he has had to tread carefully after first-half bookings in both matches.

This gives rise to a feeling that maybe, just maybe, Brazil could be undone by an exceptional passing side. Certainly, a good passing team, prepared to build its moves carefully, should regularly be able to play itself into the danger zone.

Scotland approximated to such a side for a good half an hour of the tournament opener, once Lambert, Collins and Gallacher had got into their stride. Yet ultimately, they, like the Moroccans on Tuesday, squandered too much possession.

Add to this lack of bite in the Brazilian midfield a certain clumsiness in Aldair and Junior Balano, the giant central defenders, and opposition coaches at least have something to work on.

Actually to beat Brazil, of course, other teams will also have to keep Ronaldo, the world's finest player, quiet. But once again, Scotland managed to do it.

In the meantime, extraordinary as it may seem, Zagallo may be casting covetous glances at England - not, like many at France 98, at Shearer and Owen, but at Haze and Betty.

David Owen



Foot up: Chile's Pedro Reyes (left) and Austria's Toni Polster Rauter

GROUP B CHILE 1 AUSTRIA 1

## Chile throw away their lead in dying seconds

For the second consecutive game Chile threw away a lead at the death, with the Austrian substitute Ivica Vastic equalising in the closing seconds. Earlier Marcelo Salas had scored his third goal of the tournament.

Chile are now unlikely to win the group - and qualifying by finishing second carries the terrible prize of a match against Brazil. The Chileans have only themselves to blame. After a glorious first 10 minutes, in which Salas and Zamorano embarrassed Austria's veteran back three, they were dragged down to the level of the chunky, bad-tempered Austrians.

Chile's midfield seldom pushed forward to support their famous strikers - no one seems to have told Zamorano about the offside rule - and apart from the shaven-headed Javier Margas, the Chileans barely tackled. It was the latter failing that cost them. Vastic drifted past two pseudo-challenges and lofted the ball into the top corner.

Chile should have settled the game earlier. After only five minutes Zamorano was for once wrongly given offside when he had been put through with Konsel to beat. A minute later, he missed a simple header from a Salas cross. Austria awoke, and after 36 minutes, a backheel from Toni Polster, winning his 83rd cap to equal Gerhard Hanappi's record, set up a move culminating in a shot from Mario Haas that was blocked.

Chile broke through after 70 minutes. Awarded a free-kick to the left of the box, Jose Sierra lofted the ball in. Zamorano won the header, Konsel parried, and Salas' knee did the rest. Three minutes before the end, Konsel brilliantly saved a Zamorano half-volley. It made the difference. Austria then equalised in the dying seconds for the second match running. Simon Kuper

## IN BRIEF

## Toulouse on hooligan alert

The Toulouse authorities have been laying their plans for the arrival of England fans in advance of next Monday's game against Romania, following two days of violent clashes in Marseilles, where the team played their opening game.

A music festival organised for the weekend has been cancelled, bars will close four hours earlier than planned, and more than 400 police officers are standing by to augment the 1,300 already in Toulouse for the match. Police "spotters" will also be posted at the railway station, airport and on main routes into the city, to monitor the arrival of fans.

A total of 11 hooligans have been jailed so far for World Cup-related offences - six English, two German and three French. Patrick Harverson

Four people are being questioned by French police about illegal sales of World Cup tickets, including a business consultant linked to ISL France, a Paris-based company. ISL France is part-owned by ISL Worldwide, the Swiss firm that handles the marketing of the World Cup for Fifa.

The funeral was held yesterday of Fernand Sastre, the World Cup organising committee co-chairman, who died of lung cancer last Saturday.

## TODAY'S GAMES

- SOUTH AFRICA V DENMARK, 17.30\*, TOULOUSE, GROUP C. Denmark need another win, before facing France in the final game, to guarantee a second-round berth. South Africa, without striker Phil Masinga, have a mountain to climb.
- FRANCE V SAUDI ARABIA, 21.00, ST DENIS, GROUP C. The hosts should be celebrating their passage to the next stage by the final whistle. The fans will want them to do it in style. \*Local kick-off times (GMT + 2 hours). One hour earlier in UK.

## NUMBERS SO FAR

Goals total ..... 44 Sendings off ..... 3  
Bookings ..... 67 Penalties ..... 2

For latest World Cup news  
www.FT.com/worldcup98

GROUP TABLES									
GROUP A	GROUP B	GROUP C	GROUP D	GROUP E	GROUP F	GROUP G	GROUP H	GROUP I	GROUP J
Brazil Nigeria Scotland Morocco	Chile Austria Italy Cameroon	France Denmark South Africa S. Africa	Nigeria Paraguay Bulgaria Spain	Mexico Holland Belgium S. Korea	Germany Yugoslavia Iran US	England Romania Colombia Tunisia	Croatia Argentina Japan Jamaica	Korea China USA Mexico	Saudi Arabia Czech Republic Czech Republic Czech Republic
P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts	P W D L F A Pts
2 0 0 2 3 3 2	2 0 0 2 3 3 2	1 1 0 1 1 1 1	1 1 0 1 1 1 1	1 1 0 1 1 1 1	1 1 0 1 1 1 1	1 1 0 1 1 1 1	1 1 0 1 1 1 1	1 1 0 1 1 1 1	1 1 0 1 1 1 1



© 1998 FTI. EDS is a registered trademark of Electronic Data Systems Corporation.

## Moving people at the speed of the game.

Every day, a management system from EDS is assisting the Comité Français d'Organisation to quickly move thousands of people at World Cup 98 to the right place at the right time.

Moving players. Officials. Sellers. Thousands of people overnight after every match. Coordinating shuttle buses. Mealtimes. Distributing 12,000 uniforms. An EDS events management system is helping the organising committee make decisions quickly to keep the

games on schedule. If you need to keep your business agile as it grows, or stay ahead in a rapidly changing market, call us at 44-181-754-4822. Or visit us at www.eds.com. And be sure to enjoy the official World Cup website at www.france98.com.



A more productive way of working

Systems & Technology Services Business Process Management Management Consulting Electronic Business



## CINEMA

## On a wing and a prayer in LA

Nigel Andrews warns to a misplaced movie

Sometimes the worst-seeming decisions turn out to be the best ones. Despite its name, *Los Angeles* is so entirely the wrong city for an American version of *Wings of Desire*, the German movie by Wim Wenders about an angel becoming human, that we warm to the result as to an ungainly but appealing mongrel dog.

Why is L.A. wrong? Because there are no iconic tall monuments like Berlin's Winged Victory tower for the celestial hero (Nicolas Cage) to sit, stand or surmise upon, before plummeting to his chosen mortality. Instead he and the other dark-coated title beings in *City of Angels* stand around staring at salmon sunsets on Malibu Beach - not very ethereal - or perch like bizarre birds of prey atop the famous Hollywood sign.

Second reason. In the real L.A. there is no sense of teeming ordinary humanity, rather of teeming surfers, navel-gazers and movie people. And as for libraries - those intellectual incubators where the Wenders-conceived angels turn into the chattering of mortal thoughts - the idea of an Angeleno browsing among bookshelves is so surreal you almost have to be the ex-director of *Casper*, the ghost fantasy, as Brad Silberling is, to think of it.

On top of all, would you trust your life to "Dr" Meg Ryan, a surgeon with a Jean Harlow hairstyle and permanent air of dizzy absentmindedness?

*City of Angels* is hopeless, earnest and very very long, but trying to dislike it is like trying to dislike Christmas. It lasts forever but means well. And there are always hidden surprises. The best one here is Nicolas Cage, abandoning the grenades and

Uids of *Con Air* and *Face/Off* to play the winged spirit who opts for incarnation and the love of Ryan. This Cage is so incongruously but persuasively gentle that we believe the lady doc's infatuation. "You are so beautiful," she exclaims, to an actor who on a bad day can resemble the mask from *Scream* but on a good one has a weird, incandescent innocence.

## CITY OF ANGELS

Brad Silberling

## THE LAST TIME I COMMITTED SUICIDE

Stephen Kay

## DREAM WITH THE FISHES

Finn Taylor

## SAVIOR

Peter Antonijevic

## POINT BLANK

John Boorman

As this central couple flits around a smog-free Los Angeles full of gleaming freeways, spotless hospitals and blue-rinse skies - all resemblances to the real city are coincidental - they talk of love, destiny and afterlives. We realise, even while watching, that Hollywood can no more deliver deep thoughts about eternity than L.A. can embody them visually. But two good actors make a thin premise go a long way and we are not too fidgety going with them.

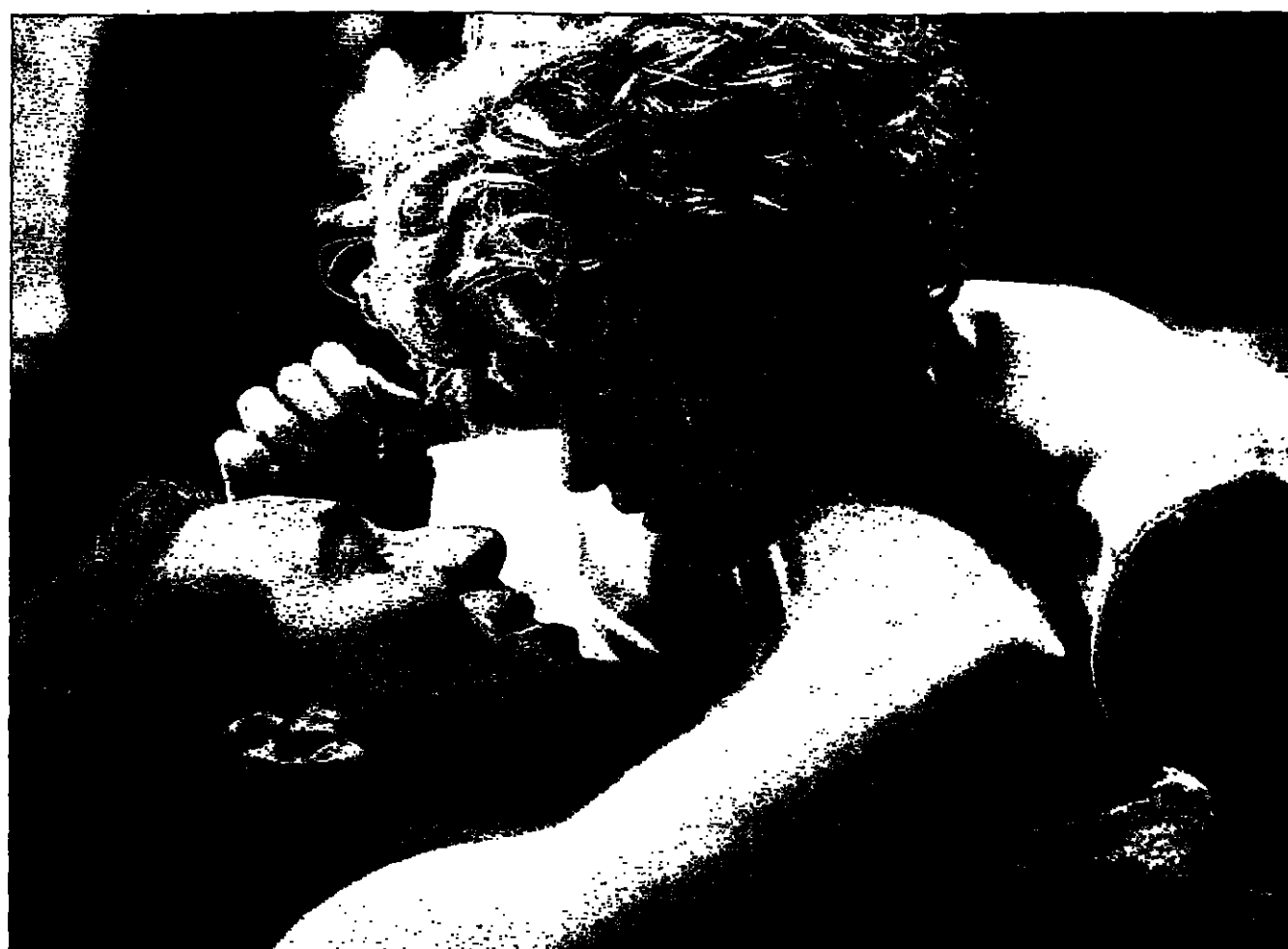
Perhaps the World Cup, which already seems to be going on forever, has helped to engender thoughts of eternity. *The Last Time I Committed Suicide* is about famed beatnik and Ker-

ouac crouzy Neal Cassidy, played by an actor (Thomas Jane) who looks so uncannily like Alan Shearer that we keep expecting a ref to move in from screen left, perhaps blowing for full time on the Best Generation.

When not over the moon, courtesy of designer stimulants, Cassidy is sick as a parrot. For his life is torn between irreconcilable girlfriends, one of whom may make a repeat suicide bid if his devilish friend Harry (spryly played by Keanu Reeves, moonlighting from the mainstream) steers him one fateful night towards drink and infidelity.

Playwright Stephen Kay directs with enough style for three movies, especially early on. There are loopy angles, flurries of monochrome, and scenes staccato-edited with blackouts and hand-clapping on the soundtrack. Then it settles for its long dark-night-of-the-soul section, with Jane deftly calibrating the inner torment and Reeves showing how free and funky an actor can become when he is not propping up mega-dollar mausoleum movies like *Devil's Advocate*.

Hippy times are here again, you would think, with *Dream With The Fishes* appearing in the same week. The suicide motif also reappears. Troubled, nerdy introvert Terry (David Arquette) wants to end it all by jumping from a bridge - "it all" being a life of loneliness and window-watching voyeurism - but is rescued by dippy, trippy Nick (Brad Pitt), a long-haired bohemian whose only problem is a terminal illness. Ninety minutes of bud-dylan-esque, varied by girl problems, petty crime scenes and the countdown to Nick's quietus. Writer-director Finn Taylor's idea of structure seems to be to start the camera rolling and then go and have a sandwich. Some scenes stretch to infinity, others



Making a thin premise go a long way: Nicolas Cage and Meg Ryan in 'City of Angels'

slightly further. But as in each of this week's American films, charm, defiance and two strong performances flatter a thin idea into a semblance of substance. Made in ex-Yugoslavia, *Savior* is all substance and no semblance: all big, resounding ideas about War, Love and Humanity with no vivifying suggestion that we are watching real people experiencing or embodying them. Dennis Quaid is a foreign legionnaire: he became one to forget the Moslems he murdered in a Paris mosque in reprisal for the death of his wife and child in a terrorist bomb blast. Now he traipses through Bosnia, trying to atone by saving a mother and newborn babe from the Serbs he is fighting for.

The film begins and ends so

clumsily - sample dialogue is a friend's "I know you've had a bad day" to Quaid as he sits by his freshly confined loved ones - that we are taken by storm by its one powerful scene. This is a mid-movie vignette of Serbian butchery so horrible, visceral and "real" that it leaks blood all across what follows and even, in the spectator's mind, across what precedes. It shows what could have been done with a movie that is elsewhere all co-production sound and fury, good intentions and Babel execution.

John Boorman never made a better film than *Point Blank*, now given a 30th birthday revival. Back in the late 1960s/early '70s the twin success of this kaleidoscopic gangster movie and *Deliverance* gave the director a relative freedom to handpick and hand-craft his projects: a freedom that often seemed as disastrous for a Boorman indulging his high-flying whimsical ideas as it was for the equally wayward, post-*Godfather* Coppola.

Some movie-makers thrive better when compelled to grapple with - and transform - projects that might seem mundane or beneath them. In *Point Blank* Boorman took a B-standard thriller and created a film that is part *The Big Heat*, part *Last Year in Marienbad*, with a dash of *Verrigo*. If this sounds precious, it isn't. The director's mythomania is tucked into the plot, as it should be, instead of hanging out like ugly shirt tails (see parts of *Excalibur*, most of *The*

*Emerald Forest* and all of *Zardoz*). In *Point Blank* the games with time and memory are lucid and forceful. The sense of place is uncanny: no one better captured the sepulchral other-worldliness of Alcatraz. Best of all, in Lee Marvin the filmmaker found an unlikely but perfect alter ego. This doleful tough guy looked like walking smoke, cracked a mean and mournful one-liner, and had a bass voice like a mythic echo chamber. Just by standing there emitting monosyllables Marvin could say more about Boorman's dreams and themes - the vulnerability of heroism, the passing of a golden age, the beauty of being true to oneself - than all the flummery of his subsequent overworked fables.

For some of the beauty of *The Unexpected Man* is that the novelist, sometimes thinks about her in a novelist's way; he imagines why she is on this train and what her private life is. ("Strange this woman never reads anything.") When she does start to read his book - *The Unexpected Man* - he is all fascination. Will she smile at that page? Yes. Dare he ask what she thinks of his author? Eventually, yes. But only eventually. The play ends where some other dramatists would begin.

For part of the beauty of *The Unexpected Man* is that the novelist, sometimes thinks about her in a novelist's way; he imagines why she is on this train and what her private life is. ("Strange this woman never reads anything.") When she does start to read his book - *The Unexpected Man* - he is all fascination. Will she smile at that page? Yes. Dare he ask what she thinks of his author? Eventually, yes. But only eventually. The play ends where some other dramatists would begin.

## Too many tricks blurr the ballet

## DANCE

## CLEMENT CRISP

Cheating, Lying, Stealing  
The Royal Ballet, Barbican EC2

Ashley Page calls his new ballet *Cheating, Lying, Stealing*, and he must excuse those of us who feel that he has said rather too much for his own good. The piece, given its first performance at the Barbican Theatre (tucking like the Minotaur in the heart of a maze of turgid architecture) on Tuesday night during the Royal Ballet's week on remand, is clogged with ideas.

It combines scores by two American apostles of the New Brutalism. David Lang and Michael Gordon - whence its title, and the words "ominous funk" used by Gordon to describe his sound-track. Other ears may find the fearful clangour of drum and anvil, the art repetitions and relentless banging, rather like being trapped in a boiler factory.

The programme offers two quotations (from Graham Greene and Hanif Kureishi) to identify themes of desire and the arbitrary nature of experience, and provides photographs of smog-en-shrouded Baton Rouge, of a man watching a rocket take off, and a

desolate painting by John Kirby of a towering beach-but and a dwarfed figure.

Design by Anthony McDonald encompasses all of this, starting with a fine grey landscape, but also involving a vast red panel, a sort of divan which bursts into flames, the musicians half seen behind a scrim at the back of the stage, three beach-buts (Kirby-style) which roll across the stage, and hideous street-chic outfits for the cast. Enough, already.

Page's falling is, as I have found in past work, an unwillingness to edit. Ideas crowd in, influences are undigested, more and more clever tricks are put into his choreographic bran-tub, when experience should by now have suggested that less is more, that William Forsythe is his own man and needs no apostle, that the most-modern of modern art needs to be allowed to settle before being brought into the theatre. (Diaghilev's genius lay in his power to absorb the very new, to sift, combine and reject. He would surely approve of Page's willingness to go as far out as he can, but he would also make him remove a lot of junk from his pockets before setting to creative work in the studio. He would also, I suspect, have vetoed the far-too-exuberant stage design.



Magnificent Irak Mukhamedov with Viviana Durante

And screamed the place down when he saw the cost.

The real fault of this new work is its lack of precision. You see dance incidents - they swirl round Irak Mukhamedov, dancing magnificently and serving as a lynch-pin to everything else, his artistry the ballet's sure centre - which are splintered, arbitrary. Page has, in other works, been fascinated by ways of showing memory, differing realities, parallel existences, the chase of perception. These are recurrent in this new piece, but still undigested, still fighting one against the other for primacy in expression. The reliance upon extravagant design sabotages the dance-text. The Cro-magnon din of his

two scores are no inducement to trying to shape ideas to greatest theatrical effect - as well try and make a soufflé in a blast furnace. Page can now rely upon himself, without the modish crutches of the newest music and painting.

His cast do him tremendously proud. Mukhamedov is commanding in his technical prowess - no step without power, beauty, innate meaning - and his tormented relationship with Viviana Durante's ambiguous presence seems the work's heart. The rest of the cast are tireless, sharp-edged, and look handsome despite their ghastly outfits. The programme, which runs all this week, includes *The Rake's Progress* and *Birthday Offering*.

## Reading between the lines

## THEATRE

## ALASTAIR MACAULAY

The Unexpected Man  
Duchess Theatre, London WC2

Though Yasmina Réza's *The Unexpected Man* is not the hit material that her smash success *Art* has proved, it is actually the richer play of the two. True, it has no plot; nor does it have the uproarious comic scenes nor horrific personal tensions of *Art*. But what it does better is to create a world. Or, rather, to create two views of the world, to show them circling each other curiously, before bringing them together.

The Royal Shakespeare Company's production - superbly acted - has just transferred to the Duchess Theatre; and seeing the play a second time is to find it a yet subtler and more entrancing experience than the first. Two people are alone on the train from Paris to Frankfurt. One of them is a famous novelist. The other a woman who has read all his work. From this premise, Réza creates a thousand ironies. Martha, the woman, longs to speak to this novelist who has so enriched her life; but it is an embarrassment either to speak or to read, since the book in her handbag is, of course, by him. Meanwhile Paul Parsky, the novelist, sometimes thinks about

her in a novelist's way; he imagines why she is on this train and what her private life is. ("Strange this woman never reads anything.") When she does start to read his book - *The Unexpected Man* - he is all fascination. Will she smile at that page? Yes. Dare he ask what she thinks of his author? Eventually, yes. But only eventually. The play ends where some other dramatists would begin.

For part of the beauty of *The Unexpected Man* is that the novelist, sometimes thinks about her in a novelist's way; he imagines why she is on this train and what her private life is. ("Strange this woman never reads anything.") When she does start to read his book - *The Unexpected Man* - he is all fascination. Will she smile at that page? Yes. Dare he ask what she thinks of his author? Eventually, yes. But only eventually. The play ends where some other dramatists would begin.

For part of the beauty of *The Unexpected Man* is that the novelist, sometimes thinks about her in a novelist's way; he imagines why she is on this train and what her private life is. ("Strange this woman never reads anything.") When she does start to read his book - *The Unexpected Man* - he is all fascination. Will she smile at that page? Yes. Dare he ask what she thinks of his author? Eventually, yes. But only eventually. The play ends where some other dramatists would begin.

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

OPERA  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Siegfried: by Wagner. New production conducted by Hartmut Haenchen in a staging by Pierre Audi; Jun 21

## BELFAST

DANCE  
Grand Opera House  
Tel: 44-1232-241919  
The National Ballet Company of Latvia: The Sleeping Beauty. With the orchestra of Latvian National Opera and Ballet; Jun 18, 19, 20

## BERLIN

CONCERTS  
Konzerthaus  
Tel: 49-30-203090  
● Berlin Symphony Orchestra: conducted by Kurt Sanderling in works by Mozart and Beethoven; Jun 19  
● Rundfunk-Sinfonieorchester Berlin: conducted by Rafael Fruhbeck de Burgos in works by

Mozart. With bassoon soloist Alexander Voigt; Jun 20, 21  
● Staatskapelle Berlin: conducted by Daniel Barenboim in works by Schoenberg, Bartók and Brahms. With violin soloist Gidon Kremer; Jun 18

## BOLOGNA

OPERA  
Teatro Comunale  
Tel: 39-51-529 999  
www.nettuno.it/bo/teatrocomunale  
Don Giovanni: by Mozart. New production conducted by Daniele Gatti in a staging by Gianfranco de Bosio, with designs by Pasquale Grossi; Jun 18, 20, 21, 23, 24

## BRUSSELS

OPERA  
La Monnaie  
Tel: 32-2-229 1211  
● Don Pasquale: by Donizetti. New production conducted by Philippe Jordan in a staging by François de Garpentrie on the Luntheater stage; Jun 18, 19, 21, 23, 24

● The Turn of the Screw: by Britten. New production conducted by Antonio Paparella in a staging by Keith Warner, with designs by Stéphane Lazzaride. Cast includes Susan Chilcott and Anthony Rolfe Johnson; Jun 19, 21, 23

## GLYNDEBOURNE

GLYNDEBOURNE Festival Opera  
Tel: 44-1273-815 000  
Katy Kabanova: by Janáček. Revival of Nikolaus Lehnhoff's production, conducted by Yakov Kreizberg, with designs by Tobias Hohesal. Cast includes Amanda Roocroft. With the London Philharmonic Orchestra; Jun 18, 21

## LEEDS

OPERA  
Grand Theatre  
Tel: 44-113-222 6222  
● Opera North: Joan of Arc, by Verdi. New production by Philip Prowse, conducted by Richard Farnes with a cast headed by Susan Graham and Arthur Davies; Jun 23  
● Opera North: Eugene Onegin, by Tchaikovsky. New production by David Loshuputsky, conducted by Steven Skeene. The cast is led by Alwyn Mello and Peter Sawridge; Jun 24

## LONDON

CONCERTS  
Barbican Hall  
Tel: 44-171-638 8891  
London Symphony Orchestra: conducted by Bernard Haitink in works by Mozart and Strauss;

Jun 18

Wigmore Hall  
Tel: 44-171-935 2141  
● Marta and György Kurtág: piano recital given by the composer and his wife, of pieces from Jatek (Games) inspired by children's play; Jun 23  
● Natalie Clein: recital by the cellist of works by Schumann, Shostakovich and Rachmaninov. Accompanied by Itamar Golan; Jun 18

● Simon Keenlyside: recital by the baritone of works by Debussy, Strauss, Glazunov, Rachmaninov and Mahler. Accompanied by Malcolm Martineau; Jun 20  
● Trio Jean Paul: recital by the piano trio of works by Beethoven, Rihm and Schumann; Jun 24

## DANCE

Barbican Theatre  
Tel: 44-171-638 8891  
The Royal Ballet: triple bill comprising *Ninette de Valois' The Rake's Progress*, Ashton's *Birthday Offering*, and a new work by Ashley Page; Jun 18, 19, 20

EXHIBITION  
National Portrait Gallery  
Tel: 44-171-3090055  
High Society: Edwardian Photographs. A collection of studio portraits, reprinted from a recently rediscovered cache of original negatives. Subjects include Lloyd George, Winston Churchill and Little Langtry; to Jun 21

OPERA  
English National Opera, London Coliseum  
Tel: 44-171-632 8300

● Carmen: David Fitz and John La Bouchardiers direct a revival of Jonathan Miller's production, conducted by Nade Daves. The title role is sung by Sally Burgess; Jun 19, 23  
● Manon: by Massenet. New production by David McVicar, designed by Tanya McCallin. Rosa Mannon sings the title role and the conductor is Michael Lloyd; Jun 18

## MUNICH

THEATRE  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
Das Europa Musical Theater: *Beauty and the Beast*, directed by Carin Piontek with choreography by Laila Czeszko; Carl-Orf-Saal; Jun 18

## NEW YORK

EXHIBITION  
Guggenheim Museum  
Tel: 1-212-423 5300  
www.guggenheim.org  
Vilhelm Hammershøi (1864-1916): Danish Painter of Solitude and Light. Retrospective seen in Copenhagen and Paris last year, comprising 80 works by this relatively unknown contemporary of Munch. Includes portraits and landscapes as well as interiors, many of which depict the rooms of his Copenhagen home; from Jun 19 to Sep 7

## NOTTINGHAM

OPERA  
Theatre Royal  
Tel: 44-115-989 5555  
Opera North: Eugene Onegin, by

Tchaikovsky. New production by Dalia Iohannpaula, conducted by Steven Gleason. The cast is led by Alwyn Mello and Peter Sawridge; Jun 19

## PARIS

EXHIBITIONS  
Musée du Louvre  
Tel: 33-1-4020 5151  
www.louvre.fr  
● Astronomy and Astrology in the Islamic World: display of instruments developed by Arab astronomers between the 8th and 15th centuries, shown alongside a selection of everyday and religious objects decorated with astrological designs; from Jun 19 to Sep 21  
● Bassano and His Sons: works by the Venetian painter Jacopo del Ponte off Jacopo Bassano (1510-1592) and his sons, bringing together works owned by the Louvre with loans from other French museums; from Jun 19 to Sep 21

OPERA  
Opéra National de Paris, Opéra Bastille  
Tel: 33-1-4473 1300  
La Traviata: by Verdi. Production directed by Jonathan Miller and conducted by James Conlon. Cast includes Ramon Vargas; Jun 18, 22

## ROME

EXHIBITION  
Palazzo delle Esposizioni  
Tel: 39-6-474 5903  
Lucio Fontana: retrospective of the Italian artist best known for the series of "Spatial Concepts" produced in the 1950s and 1960s;

to Jun 22

## ROTTERDAM

EXHIBITION  
Kunsthal  
Tel: 31-70-440 0300  
Roger Ballen: works representing South Africa's white rural poor; to Jun 21

## VIENNA

CONCERT  
Musikverein  
Tel: 43-1-5058 6810  
London Symphony Orchestra: conducted by Bernard Haitink in works by Mozart and Strauss; Jun 20

## TV AND RADIO

● WORLD SERVICE  
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (483m)  
EUROPEAN CABLE AND SATELLITE BUSINESS TV  
● CNN International  
Monday to Friday, GMT:  
06:30: Moneyline with Lou Dobbs  
13:30: Business Asia  
19:30: World Business Today  
22:00: World Business Today Update

● Business/Market Reports:  
05:07; 06:07; 07:07; 08:20; 09:20; 10:20; 11:20; 11:32; 12:20; 13:20; 14:20.  
At 08:20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

## COMMENT &amp; ANALYSIS

## Nato breaks its chains

This week, Nato whistled up 85 aircraft from 13 air forces at four days' notice in a show of force intended to send two messages to Slobodan Milosevic.

The first was obvious: the Yugoslav president should stop sacking the villages of ethnic Albanians in the Serbian province of Kosovo. The second was more subtle. It was about Nato itself. The message to Mr Milosevic was that this was not the fence-sitting Nato of the prolonged Bosnian conflict, but a formidable military force.

A new model Nato is emerging, quicker in response to regional security threats, a sort of tough neighbourhood cop. Moreover, its political masters are ready to deploy it quickly and decisively if diplomatic efforts fail.

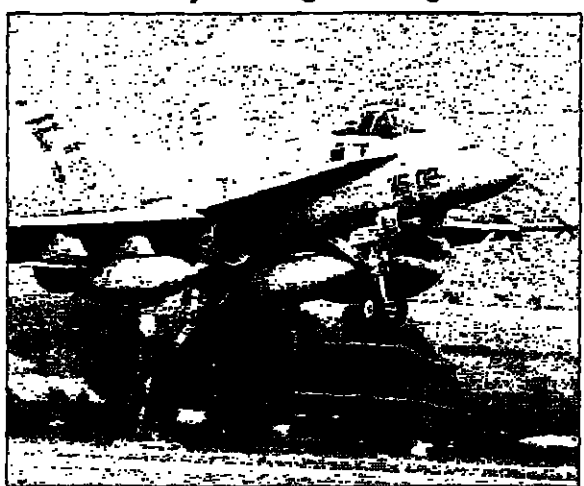
According to William Cohen, US defence secretary, Exercise Determined Endeavour in which fighters swept over hills 15 miles from Kosovo's border, proved that Nato was "united in its commitment to seek a ceasefire... and demonstrated its capacity to rapidly mobilise some very significant lethal capacity".

On Tuesday, the day after the operation, Mr Milosevic, at a meeting with Boris Yeltsin, the Russian president, gave a series of undertakings that appeared sufficient to rekindle diplomatic efforts to end the violence in Kosovo - at least for a while.

It would be premature to conclude that Nato's actions had forced the Yugoslav president to back down. His record suggests he is not likely to have been scared off by the noise of a few sonic booms from across the border. Also, Mr Yeltsin had opposed the use of Nato force. All the same, the sequence of events is striking and the speed with which Nato member governments reacted to the drive by Serbian forces against the ethnic Albanian majority in Kosovo points to a new steel within the alliance.

The rapid reaction sprang partly from a determination that the genocide of Bosnia,

Alexander Nicoll says the show of force in Kosovo may be a sign of things to come



A Spanish F-18 sets off for Nato duty in the Balkans

which many still feel was encouraged by western ineffectiveness, should not be repeated. Nor must confrontations be allowed to spread into drawn-out regional conflicts. "The lessons of Bosnia" has become the catchphrase in foreign and defence ministries.

Among those lessons was that Nato forces could be used decisively to bring about a political settlement. Within months of Nato air strikes in 1995, the parties to the Bosnian war were negotiating the Dayton peace accord. That agreement was then enforced and maintained by alliance forces, whose mandate has just been renewed in what has been widely viewed as a successful peace-keeping operation.

That reassessment of its own power is part of Nato's search for a new purpose and identity in the post-Soviet era. The experience of Bosnia in 1995 suggested at least part of a new role: a potent tool to be used by politicians as a back-up to diplomacy.

The argument for the "good cop, bad cop" approach was bolstered by the mustering of US and British forces against Saddam Hussein earlier this year. Though Nato was not the agent in that case, belief that air strikes were imminent helped force the Iraqi president to back down

over United Nations weapons inspections.

The key to the use of Nato's formidable firepower as a diplomatic tool is that it must be credible. "If you're going to talk about force, make it as credible as possible - always hoping you do not have to use it," says a Nato official.

After Mr Milosevic's crackdown in Kosovo, Nato's military planners acted with unprecedented speed to draw up options at the disposal of their governments, including air strikes and electronic interference with Mr Milosevic's command-and-control systems. The plan was for a rapidly escalating series of measures intended to bring the Yugoslav president to heel.

But things are not quite that simple. If Nato were to intervene militarily in Kosovo, it would be doing so without a UN mandate. Efforts to draft one - now under way in New York - are almost certain to be opposed by Russia and China, which says the Kosovo violence is an internal matter.

There are three problems with Nato's Kosovo response. First, the organisation can intervene only on the basis of unanimity among its 16 members, many of which would have misgivings about acting without a UN mandate. Although Mr Cohen said a UN rubber

stamp was not an absolute precondition for Nato action, one official acknowledges that the issue is highly sensitive within the alliance.

Second, Nato would be conducting an awkward balancing act by intervening in a sovereign state, seeking to stop Serb violence without appearing to support the Kosovo Albanians' separatist fighters. "We do not intend to send any signal that we are supporting the drive for independence," Mr Cohen said.

The third caveat is the effectiveness of the military options being contemplated. Air strikes could inflict considerable damage on Mr Milosevic's military assets. But the threat to disrupt his command-and-control systems by technical wizardry may not be easy to carry out, military experts say.

These are just the relatively low-risk options for Nato. Although there would be little likelihood of substantial casualties, they would have the limited goal of stopping the fighting. There is no suggestion that Nato would deploy ground forces except to monitor an eventual political settlement.

Mr Milosevic knows Nato would be unwilling to risk casualties. That could give him the confidence to face up to whatever weaponry Nato threw at him, as well as giving both sides in the conflict an incentive to test the west's willingness to become involved.

Yet the decision this week by European politicians to use force (or at least a show of force) in Kosovo at a relatively early stage could have a lasting impact on the Nato debate. In particular, it may influence the alliance's review of its "strategic concept", the rationale behind its military force structure.

If recent rhetoric were carried through to quick action in Kosovo or in another regional conflict, that could be a potent deterrent to potential participants in such confrontations. But it remains to be seen whether what one Nato official calls the "chains of Prometheus" have really been removed.

## LETTERS TO THE EDITOR

## Russia should offer Gazprom stake for funding

From Professor Padma Desai

Sir, In "GKO's threaten financial stability" (June 15), John Thornhill correctly argues that the Russian central bank's policy of raising its refinancing rate to 100% is highly inflationary (currently at an annual 60 per cent, down from the earlier 150 per cent) to boost the appeal to investors of holding on to short-term government debt can only be a temporary "game".

Not only will the persistence of high interest rates damage government's budget numbers via inordinately high borrowing costs but

also prevent the recovery that the Russian economy desperately needs. Indeed, another round of the Asian contagion could threaten the financial stability with irreparable consequences for Russia's market reforms.

The International Monetary Fund, bedeviled by continuing criticism of its recent Asian bailouts, does not have the resources to provide an immediate confidence-boosting financial package of the required amount to support the ruble while the government continues with its arduous revenue raising and tax reform agenda under IMF supervision.

It is time for Russia to explore alternative private financing. A viable option is a contingent facility contributed by western commercial banks and private financial groups with a fraction of government stock in Gazprom (which accounts for almost one-fifth of the world's gas output with reserves estimated at over ten times those of Royal Dutch/Shell and Exxon combined) serving as collateral.

The facility would carry a commitment fee if it is unused and a charge, a few percentage points above Libor, if it is used, initially set up with a fixed time horizon, it can be rolled forward, say, every three months if necessary. This arrangement will not only toughen the resolve of the Russian government, facing as it would the likelihood of losing its stake in Gazprom, but also get around the moral hazard problem by shifting the bail-out decision-making to private financiers.

Padma Desai, Harriman professor of economics, Columbia University, New York, NY 10027, US

## Resourceful

From Mr Dick Winchester

Sir, We should applaud the news that all the Goldman Sachs partners will become multi-millionaires. I am sure they will now use their extensive skills in merchant banking to become business angels or even pool their resources to fill the venture capital gap for small high tech companies.

This is good news for UK Plc and I look forward with anticipation to hearing their plans for ploughing back some of the wonderful sums of money they have made out of industry into new ventures and helping some existing smallish companies to realise their potential.

Dick Winchester, "The Old Schoolhouse", Old Rayne, Aberdeenshire, UK

## Toys do not contain dangerous substances

From Mr David Cadogan

Sir, In your articles "Brussels under fire on toy safety measure" (June 11) and "Brussels seeking compromise over carcinogens in toys" (June 12) you raised unnecessary concerns about the link between phthalates and cancer.

There is no evidence to suggest that phthalates cause cancer in human beings. I should like to point out that no phthalates are classified as hazardous under the European dangerous substances legislation (directive 67/548/EEC) and none is classified as human carcinogens.

It is well documented that laboratory tests on rodents, involving exposure to extremely high amounts of phthalates and other chemi-

cals over the period of their lifetime, resulting in the formation of liver tumours, are not relevant to human beings.

The EU scientific committee for toxicity, ecotoxicity and the environment (CSTEE) confirmed this view in April and has clearly stated that phthalate plasticisers can be used safely in the production of children's toys.

Your statement "the episode is reminiscent of the 1996 concerns over BSE, or 'Mad Cow' disease" is also misleading and only serves to raise unnecessary fears among the general public. In the 40 years that phthalates have been used to soften PVC toys there is not a single known case of a child's health having suffered as a result and neither is there

any sound scientific evidence supporting a long term risk.

The only way the issue can be connected to the BSE situation is that, understandably, the EU is now extremely sensitive to issues of public health as a result. But that should not be cause to react when measures are clearly not justified.

I can assure you that if there were reliable evidence that any phthalate presented a serious health risk, the plasticiser industry would have no hesitation in withdrawing it.

David Cadogan, European Council for Plasticisers and Intermediates, Avenue E. Van Nieuwenhuyse 4, bte 2 B-1160 Brussels, Belgium

## Post Office's unpleasant redundancy news came by late delivery

From Mr G.A. Wilbraham

Sir, Mr J.D. Skinner (Letters, June 15) is not alone in the way he received news of his redundancy.

Some years ago I was declared redundant from a senior management position

in the Post Office, for which I had worked for more than 24 years. Not only was I not informed of this by the director of personnel, who was my line manager, or his assistant director, but the letter notifying me was

signed at a low executive level and delivered at my home the day before my holiday (which they had authorised) was due.

The period of notice expired shortly before Christmas, some 10 days

before I would have been eligible to receive my pension. Your correspondent is, I fear, not alone in his experience.

G.A. Wilbraham, 47 Woodstock Ave., London NW11 9RG, UK

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers worldwide. Letters may be sent to +44 171-873 5938 (not fax to "line"), e-mail: letters@ft.com. Published letters are also available on the FT web site, <http://www.ft.com>. Translation may be available for letters written in the main international languages. Fax 0171 873 5938. Letters should be typed and not hand written.

## PERSONAL VIEW RUDI DORNBUSCH

## In praise of hard money

Over the past 50 years, the Bundesbank has written the central banking textbook. The European Central Bank should study it

Fifty years ago, on June 20 1948, German monetary reform put an end to the Reichsmark and economic repression. As hard money celebrates its 50th anniversary in Germany this Saturday, it is also the end of the Bundesbank as Europe's monetary leader; step forward the European Central Bank. Europe is at a crossroads just as significant as the events that gave rise to the D-Mark and the Buba.

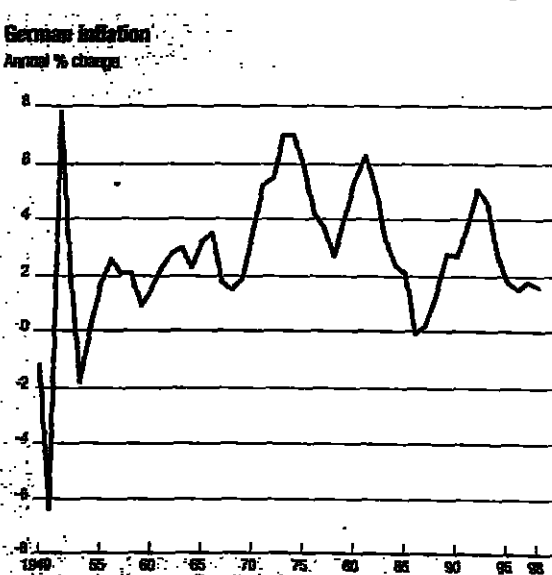
Nobody knew in 1948 what the bold removal of price controls and the introduction of a new money would mean, except that it could not be worse than the prevailing state of affairs: a war economy with controls and black marketeering, pervasive shortages, and collapsing production. Deregulation and monetary reform were an act of faith. Who could be sure that hyperinflation would not emerge, as it had in the 1920s?

US General Cassius Clay told the then economic minister Ludwig Erhard: "Mr Erhard, my advisers tell me your plans are crazy." And Erhard replied: "General, my advisers say the same." The rest is history: an economic miracle built on free market economics and on five decades of uncompromising pursuit of price stability.

No other central bank has sustained price stability like the Buba. While the D-Mark's purchasing power is down to just one-quarter of what it was in 1948, that of the dollar is only 15 cents. Britain, Italy and France have done much worse.

The Buba has been so good at public relations it is tempting to overstate its success. Inflation has been between zero and 2 per cent in only 15 of the past 50 years, though no one else has fared nearly as well. Yet over the past 50 years, German inflation averaged 2.7 per cent, exceeding its goal of 1 or 1.5 per cent (see chart).

There has always been an explanation: fixed exchange rates on the dollar in a world of over-expansion in the 1960s, two oil shocks in the 1970s, and the unification shock at the beginning of



the 1990s - each a good reason for higher inflation. In each case, the Buba put out the fire. Could it have done better? No doubt. But not without even higher unemployment. Sheer toughness would not have paid off in higher credibility, and hence better results.

The fact that, even with a determined central bank, there has not been unqualified success has surely to do with unions and the welfare state. The Buba sets its money growth, while the welfare state and the unions

to day, but clearly as a trend.

● The easily verifiable targeting of monetary aggregates as the key commitment to price stability.

● Reiterating to the German public the bank's promise of "price stability", but not necessarily of full employment, high growth and quick prosperity.

The ECB would do well to avoid monetary targeting - even the Buba could barely hold up the myth of a stable relationship between money and prices. Economic and

Buba stared down poor Theo Waigel, the finance minister, on the gold issue.

The Buba achieved that trust through decades of thoughtful communication, keeping close to the public - from savers to bankers to scholars - and building a constituency in support of hard money.

It was a traumatic monetary history that gave the Buba the backdrop against which to invoke the fears of inflation, but that does not diminish the accomplishment.

The precedent will be hard to match: just about everyone in Germany, from economics professors to housewives, the aged and the clergy, is distressed by the introduction of the euro. Emu has been achieved by haggling and compromise. It is a political ambition rather than a good idea in support of hard money. As a result, the ECB is starting off with a credibility deficit. It needs to make its case to the people; it cannot be satisfied just with making decisions and keeping quiet.

More will be celebrated in Frankfurt next Saturday than half a century of hard money in Germany. There is cause to celebrate too: the worldwide acceptance, at least by central banks, that inflation is no answer to unemployment, even in the short term. There is no European or American central banker who has not at some time been driven to near despair by the Buba's insistence to stay its course. Yet they have all come on board. What better message to send to the ECB?

But those who will be present at the ceremony, from Helmut Kohl, the chancellor, to SPD leaders Gerhard Schröder and Oskar Lafontaine, badly need another message from the same history book. Central banks are easily overburdened. A heavy dose of competition and deregulation would work miracles for price stability and growth, as it did in 1948.

The author is professor of economics and international management at Massachusetts Institute of Technology

## Benchmark Your Company's Performance and Plan for Future Success

The MECA Report on THE COMPETITIVE FITNESS OF GLOBAL FIRMS

Professor Jean-Claude Larréché

INSEAD

Do you use analysis methods that rely solely on financial indicators that focus on past achievements? Unfortunately these indicators provide no information on the fundamental forces influencing these results. The MECA Report on The Competitive Fitness of Global Firms documents the application of a brand new corporate analysis tool, which provides a structured method of evaluating the business capabilities which influence the effectiveness of a firm in its market and hence its future performance.

Using corporate information gathered from over 170 of the world's leading firms in six sectors, the MECA Report uses a ground-breaking competitive analysis tool and will help you benchmark the fitness of your firm against others in your sector. As a result you can use the report to:

- Identify key leadership challenges which create sustainable long-term growth in shareholder value
- Use the results to compare your own performance against firms competing in your sector. You can then determine where your company excels within your given sector and whether there may be room for improvement
- Understand the factors which enable companies to succeed and use these to determine the future direction of your corporate strategy.

### The Result of a Five-year Development Project

The MECA Report on the Competitive Fitness of Global Firms has been compiled by Professor Jean-Claude Larréché at INSEAD and is the outcome of a five-year development project. This involved both an intensive research program and direct experience in helping corporations enhance their capabilities, develop new ones, and transform themselves.

To see for yourself how the MECA Report on the Competitive Fitness of Global Firms will change the way you analyse the fitness of your company and predict its future. Simply complete the order form below or please call the Financial Times Management Customer Services Department on +44 (0)1704 508080 quoting reference FT Ad May 98.

The MECA Report on the Competitive Fitness of Global Firms Available now. ISBN 0273 63804 N. Format: A4 Hardback, 600 pages. Price £250.00

Please send me The MECA Report on the Competitive Fitness of Global Firms on twenty eight days free approval

Mr/Ms/Miss/Mr: Initials: Surname:

Position:

Company:

Address:

Postcode:

Tel. No. Fax No.

Signature:

Send no money with your order - We will dispatch an invoice for £250.00 with the report. If you are not completely satisfied, you may return the report to us within 28 days and owe us nothing.

Complete & post this form to Financial Times Management, DEPT CS, FREEPOST Financial Times Professional Distribution Centre, Slaidburn Crescent, Fyfe Road, Southport PR9 9BR

FINANCIAL TIMES MANAGEMENT

ORDER HOTLINE: 01704 508080 FAX: 01704 506685

JAVICO 150







## THE LEX COLUMN

## Rubinomics

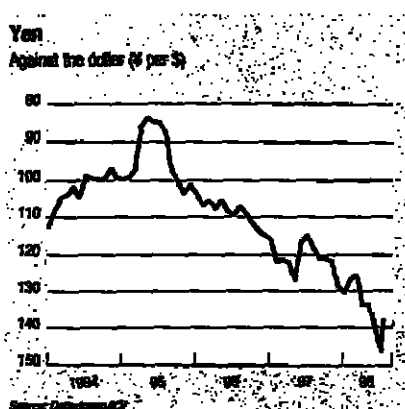
Robert Rubin's status in foreign exchange market folklore seems assured. Having rescued the dollar in the summer of 1995, the US Treasury secretary is now doing the same for the yen. Traders were caught in a classic bear trap: they misread Mr Rubin last week and believed the US was indifferent to the level of the yen. So yesterday's central bank intervention caught them out only by surprise but massively short.

Mr Rubin's timing may have been excellent, but the question remains: why did the US seek to bolster the yen? The cynical will say that the damage washing up on Wall Street on Monday did the trick. More likely it was the bad economic data coming out of China, coupled with a distinctly chilly edge to Beijing's rhetoric. The unthinkable – the devaluation of the renminbi – appeared to draw closer. The last thing the US wants is for President Bill Clinton's visit to China next week to be overshadowed by economic turmoil.

Longer term, the US also loses out if another downward ratchet in Asia further discredits global capitalism. Moreover, you can have too much of a good thing. Until recently the US may have judged that the slump in the yen was a useful spur to action in Tokyo. But its recent fall had a panicky feel to it, with ramifications across global markets.

Having won round one, it now falls to Larry Summers, Mr Rubin's deputy, to follow through during his visit to Tokyo. How will he do that? Ideally, there would be two elements. On the fiscal side, there would be a commitment to cut taxes to lower western levels and a pledge, if necessary, to implement a further fiscal stimulus. Just as important, the government must spell out a credible plan for dealing with the bad loan problem, once and for all.

Is this the bottom for the yen? Everything depends on how Japan responds to Mr Summers' visit. Disappointment risks sending the yen into free fall. But given that Mr Summers is well aware of this risk, one must assume he is confident the Japanese will deliver. If they do, this should mark the turn in the yen. A strong message from the central banks, meaningful structural reform in Japan and the prospect of economic recovery would underpin this scenario. Japan, of



course, still holds snares for investors. But the yen is less likely to be one of them.

### AT&T/AOL

Michael Armstrong's latest salvo shows just how far AT&T has come in the year since he took over the previously staid telecommunications group. Working America Online may seem odd given the internet service provider's less-than-reliable customer service record. But consumers – and the stock market – seem to have forgiven AOL for last year's connection problems. Moreover, its 12m members have become more valuable now AOL is focusing on advertising and internet commerce rather than subscriptions. AT&T WorldNet, with inferior infrastructure, faces new competition from MCI and Sprint ventures. AOL is the obvious quick fix. Armstrong has already tackled AT&T's gaping hole in the local telecoms business with his \$11.3bn acquisition of Teleport. With AOL on board, Armstrong would be able to package long-distance, local and internet services to customers in an attractive bundle. The only snag seems to be that AOL may not want to sell. Furthermore, while Armstrong may be willing to raise his offer for a strategic gem, he may not be the only suitor. NBC's recent stakes in two smaller web companies are a sign that media and telecoms companies are in the market for internet property – and AOL shareholders have some prime real estate.

### UK economy

This month's rise in UK interest rates initially gave the impression the Bank of England was on top of inflation. Briefly, long-run inflation expectations – as measured by the difference between conventional and index-linked bond yields – almost converged on the government's 2½ per cent target. No longer. This week's news on price and wage inflation suggests the Bank is behind the curve. Eddie George, Bank of England governor, used to be fond of the homily "a stitch in time saves nine". Nine more stitches should not be needed. But this month's was probably not the last.

### Billiton

At first sight, a buy-back from Billiton looks perverse. It is less than a year since the metals group floated, raising \$2.5bn. Now it plans to spend about a third of that barely touched pile buying shares back. Meanwhile, investors have been burnt. Yesterday's closing price of 137½p is nearly 40 per cent below the flotation level, as falling Asian consumption has punctured commodity prices. Selt had recently been rubbed in investors' wounds by a stock overhang after a big South African investor cut its stake. Fortunately, yesterday's announcement represents a belated attempt by the management to stop the rot. Signalling a buy-back puts a floor under a share price that has slid well below net asset value: the cash alone is worth about 50p a share. As the group would still have about \$2.5bn spending power, such a move hardly constrains it. The net profit promise of \$455m for the year about to end should also steady nerves. A price-earnings ratio of little more than 10 sufficiently discounts more bad news on metals prices.

Billiton does, however, look a bit laggardly in snapping up assets in depressed markets compared with its venerable peer Rio Tinto. It has also been less adept at selling its story. Rio Tinto has said it will cut \$300m from costs; Billiton just baldly states it is a low cost producer. Burnt investors deserve more attention if they are to regard the company as more than a play on the aluminium price.

## Norwegian central bank attacks government policy

Handling of economy condemned for undermining competitiveness

By Tim Burt in Stockholm

Norges Bank, the central bank of Norway, yesterday issued a damning indictment of the government's handling of the country's economy, warning it was undermining competitiveness and fuelling inflation.

The central bank said in a statement that its advice for a tighter fiscal policy had been largely ignored and that wage growth – projected at 6 per cent this year – was likely to be three percentage points higher than among Norway's main trading partners.

Kjell Storrvik, the central bank governor, said he warned the finance ministry last year that fiscal policy had to be tightened by around 1.5 per cent to slow economic growth.

"The fiscal policy programme for 1998 should have been tighter than proposed," he added.

The bank forecast that rapid wage growth would reduce the competitiveness of Norwegian manufacturing industry by 12 per cent in the five years up to 1999.

Members of Norway's minority coalition government yesterday expressed dismay at the tone of the central bank's quarterly inflation report, which forecast consumer price inflation of 2.5 per cent this year and 3 per cent in 1999.

A revised budget proposed by the three-party coalition, which came to power last autumn, has been blocked in Norway's parliament, the Storting, after opposition parties warned that fiscal policy was too loose to prevent overheating in the oil-rich economy.

The revised budget, currently stalled in parliament, includes a fiscal tightening equivalent to 0.5 per cent of gross domestic product, double the figure proposed in the 1998 budget last December.

Fears that the budget would fail to damp economic growth have recently undermined the Norwegian krone.

Last month, the central bank intervened to shore up the currency by raising interest rates by 0.5 percentage points to 4.25 per cent.

Yesterday, Mr Storrvik said: "The deliberations on the revised national budget do not give the impression of fiscal policy as an appropriate and effective instrument for stabilising the economy."

The central bank has warned for some time that it should be given greater freedom to use monetary policy to help regulate the economy. At present, the bank is allowed to set interest rates only to protect the krone.

"When monetary policy is used instead of stabilising the exchange rate and incomes policy fails to play its role, fiscal policy will have to be even more effective," said Mr Storrvik.

Audun Gleisvik, chief economist at Christiania Bank, warned that the economy would overheat if fiscal measures were not tightened in this autumn's annual budget.

"Domestic demand is growing too strongly and there is not sufficient capacity to expand the manufacturing sector," he said.

"It is the type of situation we wanted to avoid."

## US senators urge Rubin and Greenspan to end bank law row

By Richard Wolff in Washington

US senators yesterday urged the Federal Reserve – the central bank – and the US Treasury to resolve their bitter dispute over the reform of archaic banking laws as the row between the two sides threatened to scupper new legislation.

Alan Greenspan, chairman of the Federal Reserve, and Robert Rubin, Treasury secretary, accused each other of backing proposals that would undermine the US banking system.

Senators called for a compromise to allow the "historic" passage of the financial services bill, which was passed by a majority of one in the House of Representatives last month. The law would overhaul Depression-era and post-war legislation, which largely separates banking, securities and insurance.

The dispute centres on the corporate structure of financial conglomerates emerging from the recent

wave of mega-mergers. This included the \$166bn deal between Citicorp and Travelers Group.

Unless the financial laws are reformed within five years, the newly-formed Citigroup will be forced to sell Travelers' insurance underwriting business.

The Federal Reserve backs the current bill, which would require financial companies to place new operations in an affiliate of a bank holding company rather than a subsidiary of the bank itself. That would shift regulation of the financial conglomerates away from the Treasury to the Federal Reserve.

Speaking to the Senate banking committee, Mr Greenspan said the Treasury's proposals would widen the government's insurance of bank deposits to other financial businesses and markets. He said this would lead to the spread of "moral hazard" to brokers and insurers, who would no longer be fully responsible for their own losses.

Mr Rubin countered by arguing the bill would shift bank policy, "a key component of economic policy", away from the elected government to the unelected Federal Reserve. He had already threatened that the administration would veto the legislation in its present form.

Mr Rubin said the new laws would restrict the freedom of financial services groups to choose their own corporate structure and allow financial companies to avoid their responsibilities to serve deprived communities.

Alfonse D'Amato, chairman of the senate banking committee, said: "It is really unacceptable to suggest or think that two of the world's premier experts in this area cannot come together and forge a compromise based upon what is best for the health of this nation."

Mr D'Amato, who has previously seemed unenthusiastic about passing the legislation this year, said there was nothing to be gained by deferring the debate.

## CONTENTS

## News

Europe	23
International	4
World Trade	5
America	6
Asia-Pacific	8
UK	10
Weather	16

## Features

Editorials	15
Letters	14
Management/Technology	24
Observer	15
Arts	15
Analysis	14, 15
Crossword Puzzle	28

## Companies &amp; Finance

European Company News	18
Asia-Pacific Company News	20
American Company News	22
International Capital Markets	26

### FT.com

FINANCIAL TIMES

## Directory of online services via FT Electronic Publishing

FT.com: the Financial Times web site; online news, comment and analysis.	<a href="http://www.ft.com">http://www.ft.com</a>
The Archive: online archive of back issues of the newspaper since July 1998.	<a href="http://www.archive.ft.com">http://www.archive.ft.com</a>
Newspaper subscription information, offers and online ordering.	<a href="http://www.ft.com/newspaper/subscribe.htm">http://www.ft.com/newspaper/subscribe.htm</a>
FT Annual Reports Services: online ordering of annual or interim reports and accounts of 1200 UK plus.	<a href="http://www.ft.com/newspaper/2226.htm">http://www.ft.com/newspaper/2226.htm</a>
Cities: how to get share prices and market reports by telephone and fax.	<a href="http://www.ft.com/newspaper/2176.htm">http://www.ft.com/newspaper/2176.htm</a>
Surveys: details of forthcoming editorial surveys.	<a href="http://www.ft.com/newspaper/2386.htm">http://www.ft.com/newspaper/2386.htm</a>



Former Czech prime minister Václav Klaus signs autographs at an election rally in Prague. Czechs go to the polls tomorrow. Page 2

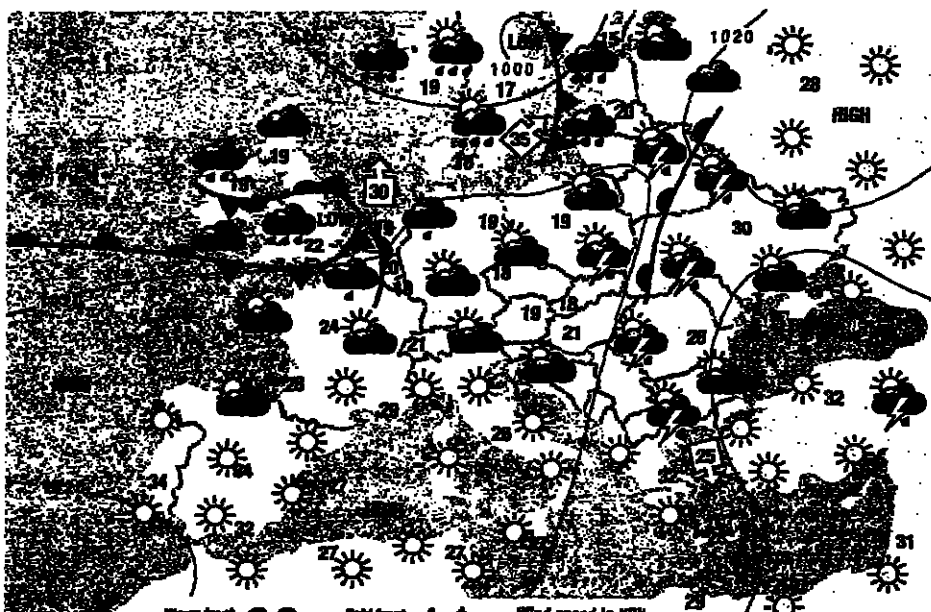
## FT WEATHER GUIDE

## Europe today

Scandinavia will be unsettled with heavy showers or spells of rain. Denmark and southern Sweden will have only a few showers but will remain fairly cloudy. Eastern Europe will again have thundery showers but it will become drier over Poland and the southern Baltic countries with sunny spells developing. Central and western Europe will be dry and sunny, but cloud and rain will affect the northwest. The Mediterranean will be mainly sunny and Spain and Portugal will be particularly hot.

## Five-day forecast

Scandinavia will become more settled with few showers and better spells of sunshine by early next week. Central and western Europe will become very warm with plenty of sun, especially over Spain and France. Thundery showers are likely to break out over western areas by Sunday.



## TODAY'S TEMPERATURES

	Maximum	Minimum
Algeria	24	14
Amman	24	14
Amsterdam	19	14
Athens	24	14
Bahia	24	14
Bangkok	24	14
Buenos Aires	24	14
Budapest	24	14
Calcutta	24	14
Cairo	24	14
Cardiff	24	14
Chennai	24	14
Copenhagen	24	14
Dakar	24	14
Dhaka	24	14
Dublin	24	14
Edinburgh	24	14
Hanoi	24	14
Hong Kong	24	14
Imbabura	24	14
Jakarta	24	14
Johannesburg	24	14
Kuala Lumpur	24	14
London	24	14
Los Angeles	24	14
Luanda	24	14
Lyon	24	14
Madrid	24	14
Mumbai	24	14
Nairobi	24	14
Paris	24	14
Rangoon	24	14
Rio de Janeiro	24	14
Singapore	24	14
Sofia	24	14
Taipei	24	14
Tokyo	24	14
Ulaanbaatar	24	14
Yokohama	24	14

Without us,  
drivers would be  
in the hot seat.

In North America, 95% of cars are air-conditioned but other drivers still have to sweat it out - 35% of European cars have air-conditioning, 10% in Latin America, even fewer elsewhere.

The \$350m acquisition of 56&E Fabricating & Engineering Inc, USA leader in automotive air-conditioning systems, enables Bunday to exploit this huge potential. As it expands from its USA sales base, the new Bunday-56&E will not only become a significant supplier of such systems globally, but will also increase Bunday's total market to nearly \$5bn. After hotting up sales by over 50% in just 5 years, Bunday is now set to sustain its scorching pace.

Bunday is one of TI Group's four specialised engineering businesses, the others being Johns Crane, Dowry and Forsheda Polymer Engineering. Each one is a technological and market leader in its field. Together, their specialist skills enable TI Group to get the critical answers right for its customers. Worldwide.

**TI Group**  
Global Specialised Engineering

Department of Public Affairs, TI Group plc, Lambourn Court, Abingdon, Oxon OX14 1UH, England (www.tigroup.com)



صلى الله عليه وسلم

MU-WAY  
WOLSELEY  
Central bank  
ment policy

Rubin and  
bank law row

us,  
ould be  
t seat

**brother**  
PRINTERS  
FAX MACHINES

your business web site  
**Portugal**  
OFFER  
www.portugaloffer.com

**INSIDE**

**Rare glimpse into Swiss vaults**  
Evaluating the worth of Switzerland's private banks is difficult because they rarely come up for sale, and those that do often change hands behind a veil of secrecy. The sale of Banca della Svizzera Italiana, Lugano's oldest bank, offers a rare insight into the world of Swiss private banking. Page 21

**America Online shares jump 6%**  
Shares in America Online leapt almost 6 per cent after it emerged that the world's leading online service had rebuffed a takeover approach from AT&T, the US's largest telecommunications company. AT&T approached AOL several weeks ago with an offer, which was said to have valued AOL at \$32bn-\$33bn. Under Michael Armstrong (above), its new chairman, AT&T has set out to expand into new markets to add to its core long-distance business. Page 22; Lex, Page 16

**PAL may have to reschedule debt**  
The Philippine National Bank said Philippine Airlines, the strike-hit carrier, might have to reschedule part of its \$1.95bn debt. PAL said it had lost more than 2bn pesos (\$47m) as a result of the pilots' strike, on top of the \$200m loss it suffered in the year ending March 1998. Page 20

**Stronger yen lifts Korean stocks**  
The Seoul stock market enjoyed its biggest ever one-day rise yesterday, boosted by the yen's renewed strength and arbitrage trade between the spot and index futures markets. The market also welcomed President Kim Dae-jung's commitment to proceed with economic reform. Page 38

**Associates Corp raises E500m**  
Associates Corp, the consumer finance group spun off from Ford, became only the second US corporate to issue in euros yesterday, following General Motors Acceptance Corp into the market with a E500m floating-rate note issue. Page 26

**Green light for China Everbright**  
China Everbright International, one of the Hong Kong-listed companies under the arm of China's State Council, has won shareholder approval to take control of Kumagai Gumi. Page 20

**Brighter outlook for Turkish market**  
Turkey remains one of the better-performing emerging stock markets this year. In spite of a decline in dollar terms of about 12 per cent since January, political optimism is helping, but the main drive is coming from signs that Turkey's rampant inflation is being brought under control. Page 38

**Australian banks seek freedom**  
Australian bankers warned that the country's largest banks were at risk of falling behind foreign competitors in the domestic market if the government did not lift merger restrictions. Page 20

**COMPANIES IN THIS ISSUE**

ANZ	20	LTCB	17
AT&T	16	LaSalle Partners	23
America Online	16	Marks and Spencer	34
American Express	18	Metsä-Serla	17
Atlantico	21	MoDo	28
BCH	21	Morrison Knudsen	23
BNFL	23	NAB	20
BSI	21	Next	34
Billiton	17, 17, 34	Nimbus	23
Bols Wessanen	18	Nursing Home Props	23
Bruderer	24	PAL	20
CB&I Clark	24	Premier Farnell	34
Cable & Wireless	18	Premier Oil	23
Carlton Comms	23	Renters Choice	17
China Everbright	20	Rexam	34
Commonwealth Bank	20	Royal Dutch/Shell	5, 23
Crédit Lyonnais	20	S-E Bankers	21
DG Bank	21	SEC	21
DeBeers	28	SCA	17
Deutsche Bank	21	Samsung Electronics	20
EUP	18	Silva	28
Electrocomponents	34	Södra	17
Endesa	21	Taylor Nelson	34
Enso	17	Telecom Italia	18
Gencor	17	Thorn	17, 24
Generali	21	Toleram	17
HIS Travel	20	UPS	21
Harvey World Travel	20	Unión Fenosa	21
Havas Voyages	18	Unisource	18
Hennes & Mauritz	21	Vivendi	18
Jones Lang Wootton	23	Westinghouse	23
Kumagai Gumi (HK)	20	Westpac	20

CROSSWORD, Page 28

**MARKET STATISTICS**

Annual reports due	25	Emerging Market bonds	25
Benchmark Bond Index	25	FTSE Actuaries share index	34
Bond futures and options	25	Foreign exchange	27
Commodity prices	25	Gold prices	25
Corporate earnings	25	London share service	22-23
Dividends announced, UK	27	Managed funds service	27
EMS currency rates	27	Money markets	27
Euro prices	27	New initial bond issues	26
European prices	27	Recent issues, UK	27
FTSE-100 World Index	25	Short-term interest rates	27
FTSE-100 World Index	25	Stock markets at a glance	26
FTSE-100 World Index	25	US interest rates	26
FTSE-100 World Index	25	World stock markets	25

**Five groups in pulp mill battle**

Forestry rivals compete to win \$960m Latvian project

By Greg McIvor in Stockholm  
Five international forestry groups, including four from Scandinavia, are competing to build a \$960m pulp mill in Latvia - one of the biggest direct foreign investments in the Baltic region.  
A joint venture between Metsä-Serla, the Finnish forestry group, and Södra of Sweden, the world's biggest producer of softwood, or long-fibre, pulp, is bidding against Enso of Finland, Sweden's SCA and Tolleran of Singapore.  
The plant, which is to be built on a greenfield site 180km south-east of Riga, the Latvian capital, will be one of Europe's biggest pulp mills with annual capacity of 600,000 tonnes of softwood pulp.  
The scheme reflects the Latvian government's ambition to develop the country's extensive forest base.  
About 42 per cent of the country is covered by woodland, much of it virtually untouched. Forestry is Latvia's most important export industry, accounting for more than a third of export revenues last year.  
Metsä, through its parent company, Metsäliitto, and Södra are seen as front-runners for the contract owing to their strength in market pulp production.  
Ulf Gunnarsson, a senior Södra official, said: "We understand that these resources of pulpwood are going to be utilised in the near future and, if that is going to happen, Södra certainly would like to be involved."  
He said Södra and Metsä were considering a three-way joint venture with the Latvian government under which each party would own a one-third stake in the mill.  
Additionally, the two companies would require the Latvian government to fund infrastructure improvements and provide tax breaks.  
Virtually all the plant's output would be exported to European markets.  
Metsä and Södra have already studied logistics and wood availability around the planned site and they expect to complete a more detailed feasibility study later this year.  
Latvia is a large exporter of timber to Nordic and other European markets - in particular to Sweden and the UK - for which it is the second largest source of sawn wood.  
Construction of a modern pulp factory underlines the country's determination to shift the emphasis of its forest industry from raw material supply to the export of more value-added products such as pulp and paper.  
The plant, to be built near the Daugava river, would be by far the biggest forestry project in Latvia and one of the largest foreign investments in any of the three Baltic republics following their independence from the Soviet Union in the early 1990s.  
Arvids Ozols, of Latvia's state forest service, said 27 companies had been canvassed to take part in the project.  
Talks were in progress with the four applicants and detailed negotiations would start with one or two by the end of this month or in early July.  
Keystone to growth, Page 28

**Billiton plans \$500m share buy-back**

By Kenneth Gooding in London

Billiton, the mining and metals group, yesterday announced its intention to buy back up to 10 per cent of its shares, which at the present price would cost nearly \$500m.  
The move came just one year after Billiton raised \$949m (\$1.5bn) with a listing in London that took it straight into the FT SE100 index.  
Billiton's share price responded positively, moving up 8.5 per cent to 127 1/4.  
Nevertheless, the shares remained 38 per cent below the level of 221 1/4 reached in July last year when Billiton was spun off from Gencor of South Africa and 45 per cent down from the peak of 249 1/4 in September.  
Mick Davis, finance director, said the buy-back did not mean that Billiton was reneging on its promise to diversify and grow by acquisition.  
"It hasn't altered our focus on expansion at all and we are looking at some opportunities. But we had to recognise that, at today's price, it represented tremendous value to our shareholders to buy back our own shares."  
The scheme would enhance earnings and the net asset value per share and reduce the cost of capital.  
Billiton also said its net attributable profit for the year to June 30 would be not less than \$455m compared with the pro forma \$336m for the previous 12 months.  
The \$455m is in the middle of a wide range of analysts' forecasts.  
Analysts were split about the buy-back move.  
Charles Kerner, at Paribas, said: "Having come to the market last year to raise money so they could go off hunting for assets, it's strange to see them handing cash back to shareholders."  
He said that, even though Billiton had about \$1.5bn cash, there was a danger that, after the buy-back, it would load itself up with debt at a time when base metals prices were expected to remain low for two or three years.  
However, Nigel Kieser, at J.P. Morgan, said: "This is a very well-timed announcement. The share price has fallen by 32 per cent since May 11, partly in line with the mining sector as a whole."  
"I believe Billiton has been offered a number of assets to buy but prices are still too high. So buying back its own shares looks like the best strategy."  
He said Billiton's price had also been affected by the decision of Sanlam, the South African financial group, to reduce its holding in the UK company from 15.7 per cent to 10.5 per cent because of Sanlam's demutualisation.  
Dreadnought Kleinwort Benson bought Sanlam's stake for about 18p a share and some speculate that Kleinwort still has 40m to 50m of the 101m shares.  
Billiton intends to ask shareholders to approve the buy-back plan at the annual meeting on October 14.  
It would not be able to buy shares tax-effectively until April next year after the UK abolishes accelerated corporation tax.

**Thorn sells US arm for \$893m**

Renters Choice to assume lawsuit risk

By David Blackwell in London and Richard Tomkins in New York

Thorn, the troubled rental group that owns Radio Rentals in the UK, yesterday sold its US operations for \$893m (\$893m) and promised to return a substantial amount of the proceeds to shareholders.  
The buyer is Renters Choice, quoted on Nasdaq and number two in the \$4bn US rent-to-own market. It will become market leader after the acquisition of Thorn Americas, based in Wichita, Kansas, with about 1,400 stores trading under the Rent-A-Center, Remco and U-Can Rent names.  
Analysis said the sale was notable for two reasons - the price was higher than expected and the deal absolved Thorn from any further US legal action. "Their exit from risk at a good price has caught people on the hop," said one.  
The shares reacted to the news with a jump of 18p, but fell back to close up 10 1/4p at 220p - still little more than half the price when the group emerged from Thorn EMI in August 1996.  
The deal needs the approval of the US regulatory authorities. Steve Marshall, Thorn chief executive, said he was confident it would get the go-ahead, but the earliest likely completion date would be in August. He said that while some of the proceeds would be used to repay debt, a substantial part would be distributed to shareholders. They would be asked to approve the sale at the annual meeting on July 15.  
The sale is the first positive news to follow the strategic review announced last year, which concluded there was a gap between the market valuation of the company and the likely valuation of the businesses at sell-off.  
Last month Thorn announced plans to divest itself of all but its core UK operations.  
Thorn Americas had been facing class action litigation in some states over allegations that its rental purchase agreements breached the Retail Instalment Sales Act and usury laws. Thorn had set



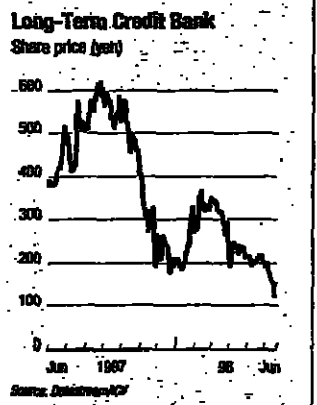
Supporting cast: Thorn chief executive Steve Marshall amid a group of statues in London. Picture: David Ahmed

aside provisions of \$22m for actions nearing completion in Minnesota and Pennsylvania.  
Renters Choice, which was advised by Bear Stearns, said it would assume liability for class action suits in other states, adding that the outstanding litigation had been carefully reviewed and factored into the purchase price.  
The US group, which last year reported a 44 per cent increase in pre-tax profits to \$26m on sales of \$32m, believes the merger will lead to greater efficiencies arising from economies of scale, producing cost savings growing to \$30m a year over the next two years.  
It plans to finance the transaction by issuing \$235m of convertible preferred stock to affiliates of Apollo Management, a private investment partnership. The balance will be arranged by Chase Securities.  
Last month Thorn reported annual pre-tax profits down from \$103m to \$26.6m. It also dampened hopes that continuing takeover talks with a mystery bidder, widely believed to be David and Frederick Barclay, the hotel and newspaper owners, would lead to an offer.  
Comment, Page 22

**LTCB of Japan hit by rumours**

By Michiko Nakamoto and agencies in Tokyo

Long-Term Credit Bank of Japan, the nation's second-biggest credit bank, yesterday called its second emergency press conference in two weeks after its shares lost more than 30 per cent of their value during the day before closing down 20 per cent at ¥123.  
The hurried move by the bank to try to quell persistent rumours about its health was supported by Hikaru Matsunaga, finance minister, who played down the risk of any imminent bank failures.  
"Among large financial institutions... there is none that is close to failing. At this point in time I believe there is no bank in danger," Mr Matsunaga told a parliamentary panel.  
LTCB said it had asked the Securities and Exchange Surveillance Commission, the nation's brokerage industry watchdog, to investigate the latest speculation that it would face a financial crunch because of the maturity of ¥1,000bn (\$7bn) worth of its bonds on Friday. LTCB has already sued a magazine which earlier this month claimed the bank faced a liquidity squeeze.  
The bank has recently suffered sharp declines in its share price because of mounting concerns about its alliance with Swiss Bank Corporation.  
"The rumours were totally groundless," said Masami Suda, vice-president. "Our alliance with Swiss Bank Corp is proceeding smoothly. Our business is proceeding smoothly with no problems in terms of lending or raising funds."  
A bank official denied that LTCB had such a large amount of bonds maturing soon and said that the bank had two-year debentures due on Friday but that these amounted to only ¥100bn.  
However, despite repeated denials by bank officials, LTCB faces the possibility of seeing its bonds, which have been on review for possible downgrade, demoted to junk status by Moody's, the credit rating agency. Its level of bad loans, at ¥1,569bn, is one of the highest among Japanese banks and prompted the bank to write off ¥633bn worth of bad loans in the last financial year. Reflecting that write-off, LTCB posted a ¥282.7bn pre-tax loss.  
Meanwhile Bank of Tokyo-Mitsubishi, Japan's largest bank, said group-based problem loans calculated under US accounting rules totalled ¥1,230bn at the end of March. This was sharply lower than the ¥2,250bn BFM reported last month, calculated under a new disclosure method introduced by the Japanese banking industry.



**Who takes account of the good thinking at The Dow Chemical Company?**

## COMPANIES &amp; FINANCE: EUROPE

TRAVEL INDUSTRY US GROUP TO ACQUIRE FRENCH AGENCY WITH 632 OUTLETS IN FFR850M DEAL

## American Express to buy Havas Voyages

By Andrew Jack in Paris

American Express of the US is to pay about FFR850m (\$141m) for Havas Voyages, the Paris-based travel agency, in a move that will give it the largest network in France.

The US group will gain control of 632 Havas Voyages agencies, employing 4,500 in France. Last year the business reported sales of

FFR13.5bn and an operating profit of FFR133m.

The deal builds on a joint venture established between the two groups in 1995 for the development of business travel services, which was 19 per cent owned by American Express and 81 per cent by Havas Voyages.

Yesterday's transaction represents the latest step in the refocusing of the activities of Havas, the media group acquired early this

year by Vivendi, the French utilities group formerly known as Générale des Eaux.

The deal will involve all parts of Havas Voyages except its 50.1 per cent stake in Mavea, a network of holiday apartments, which will be acquired by CGIS, Vivendi's property division, and which is believed to be worth about FFR150m.

Eric Licoys, chairman of Havas, would not reveal the

precise value of the two Havas Voyages transactions, but said they represented between them a little more than FFR1bn. The company said it would make a capital gain on the deal, but again would not say how much.

Havas said the move reflected its decision to concentrate on its specialist press, publishing and multi-media activities, following a number of other recent divestments, including the

generalist news magazine Le Point.

However, in a modification of previous statements over the past few months, the group stressed a new commitment to a fourth pole of activity - the quoted subsidiary Havas Advertising.

It said it planned to maintain its existing 30 per cent stake in the advertising business rather than reduce the holding to about 20 per cent. American Express said

Havas Voyages would maintain its name for six years, with an additional label reflecting that it was part of the American Express group. The transaction is due to be completed by the end of this month.

American Express said it was the largest travel operator in the world, with a net income of FFR2bn on turnover of \$17.7bn last year earned through a network of 3,200 agencies.



More change: Massimo Sarnti this week replaced Vito Gambale as chief operating officer after the third resignation at Telecom Italia under the chairmanship of Gian Mario Rossignolo

## Thai venture hits Bols Rush for EdP offering

By Gordon Crabb in Amsterdam

Bols Wessanen, the Dutch food and drinks group, warned last night that interim profits would be hit by problems with its joint venture in Thailand and increased raw materials costs in the US.

"The present expectation is that net income from ordinary activities will be 15-20 per cent lower than in the first half of 1997," it said. Bols' earnings then reached F179.8m (\$38.3m).

The statement came after the close of the Amsterdam market, where Bols shares

had ended 20 cents easier at F132.30.

"The continuing crisis in the Far East has put exports, especially to Japan, increasingly under pressure during the last few months. It is not expected that this situation will improve significantly in the short term," the company said.

Bols' dairy operations in the US, meanwhile, were confronted with cost increases that could not immediately be passed on to customers. The group said, however, that raw material prices were unlikely to remain at those high levels,

and that other activities were proceeding as planned.

The group, created through a 1993 merger, is splitting off its drinks side. In April, it sold its French wine estates to management, after putting the Bols distillery business up for sale the previous month. Mac Zondervan, chairman, had warned in March that first-half results could be slightly lower.

Bols said yesterday only that divestment of the spirits side remained under way, and that a full-year earnings outlook would not be given until late August.

By Peter Wise in Lisbon

The retail tranche of a global offering of 18 per cent of Electricidade de Portugal, the national power utility, was last night more than 17 times subscribed after only two days of pre-registering orders.

Bankers said yesterday that small savers, who have been queuing at banks to register, had already placed orders for 877m shares. Only 87m are on offer to retail investors.

The sale is expected to raise more than Es450bn (\$2.45bn), more than any

Portuguese privatisation.

EdP shares gained 2.3 per cent yesterday to close at Es4.575. The shares have more than doubled in value since an initial public offer of 30 per cent a year ago.

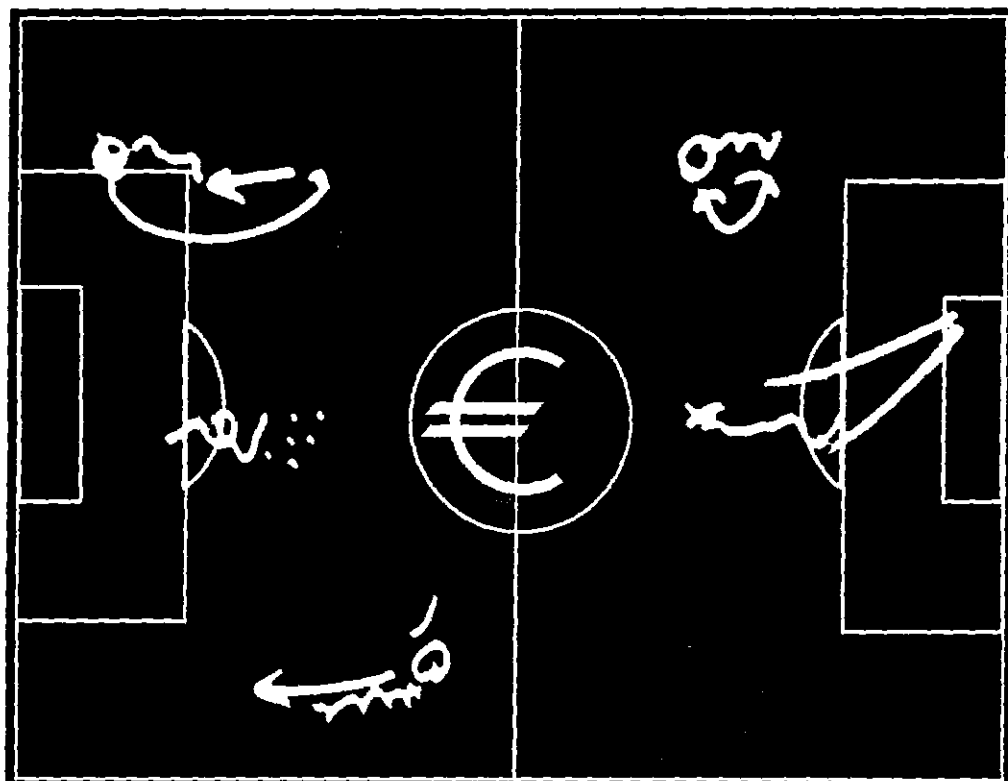
EdP said yesterday that 58.58 per cent of the offering was being reserved for the retail tranche and the remainder for institutional investors.

EdP's international roadshow is in London today before moving to the US next week. Global co-ordinators are ABN Amro Rothschild, Goldman Sachs and Banco Português de Invest-

imento. Analysts say there is huge, pent-up demand among small savers for equity offerings in Portugal, following a sharp fall in interest rates over the past two years.

A recent offering of Cimpor, the country's biggest cement producer, was more than 150 times subscribed and a lottery system had to be used to allocate shares, bankers said.

An offering of 21 per cent of Pinbanc, an investment bank, due to be concluded on June 22, is more than 300 times subscribed, according to analysts.



## Mergers, acquisitions and the Euro. A radical new gameplan is needed.

The Euro. It's already accelerating the pace of change and increasing the magnitude of M&A in Europe. Along with globalisation it is causing business leaders to realise that success in their national markets may no longer be enough. Strength in the future will often stem

from strength across Euroland. Strategies have to change. Goldman Sachs is the world leader\* for M&A advice and, across much of Europe, we are top of the league tables.\*\* Goldman Sachs helps companies develop their competitive edge to win on the new playing field.

GLOBAL KNOWLEDGE FOR A GLOBAL CURRENCY.

**Goldman Sachs**

Issued by Goldman Sachs International, regulated by the Securities and Futures Authority. \*Source: Securities Data Service.

\*\*Source: Germany No. 1 (Börsen-Zeitung); France No. 1 (IFR Securities Data); Italy No. 1 (Lombard); Spain No. 2 (Acquisitions Monthly).

## Telecom Italia head survives investor unrest

By James Ritz in Rome and Alan Cane in London

Gian Mario Rossignolo, the embattled chairman of Telecom Italia, was reconfirmed in his post in the early hours of yesterday by shareholders in the group.

At the end of a marathon 18-hour annual general meeting, weary-looking delegates reappointed the 67-year-old chairman at the Lingotto conference centre on the outskirts of Turin.

They finished business just in time to let Cesare Romiti, the outgoing Fiat chief executive, take over the hall for a farewell salute from his troops that was somewhat more jovial than their own proceedings.

For the previous day and a half, Mr Rossignolo had come under repeated attack over the way he has managed the company since January. Leading mutual funds in the group even refused to endorse the 1997 accounts for lack of a proper business plan.

And the re-appointment of the man dubbed the "John Wayne" of Italian capitalism has not brought the curtain down on the Telecom Italia debacle. Most insiders believe the group is on the verge of yet another management upheaval, one that is certain to see the appointment of a new and powerful chief executive and, at the very least, a savaging of Mr Rossignolo's considerable powers.

Telecom Italia, privatised by the Italian government last September, is deemed by many analysts to be fundamentally sound, with post-tax profits last year of L3,448bn (\$1.94bn), up 12.5 per cent on the previous year. However, a series of dramatic upheavals and continued criticism of Mr Rossignolo's management style have taken their toll on the share price, up 13 per cent this year against a Milan stock market that has risen 32 per cent.

The biggest issue facing the company now is whether it can appoint a new and capable chief executive - one who can guide the group in an environment of intensifying competition in fixed and mobile services. And one who can last.

The group's shareholders - which include the Italian government (5 per cent), the Agnelli family (0.6 per cent) and Credito Italiano (0.7 per cent) - agree that a new chief executive must now be appointed, in spite of reservations from Mr Rossignolo, whose management plan put most powers in his hands.

But making such an appointment will be far from easy. When it was privatised last year, the Treasury created a "stable core" of shareholders, so that no one business group could get overall ownership of this vital utility. "Getting these fragmented groups to agree on a single candidate is, and has always been, this group's basic problem," says Mario Citelli, head of Reseau, a Milan-based telecoms consultancy.

Even if the right person can be found for the job, the task he or she faces will be far from easy. Telecom Italia's operations are increasingly vulnerable.

One of the biggest threats in both fixed and mobile telephony comes from WIND, the consortium created by Italian electricity giant Enel, France Telecom and Deutsche Telekom. The European partners have deep pockets, and Enel has a network that reaches into every Italian home.

Fighting off this competition will require a business plan. One element must be a management overhaul of a group that analysts believe is overmanned and inefficient. Telecom Italia's external relations department, for example, has 430 people, double that of France Telecom and four times that of British Telecommunications.

"Telephony is a business where you have to be slim and swift, not large and heavy," said one figure close to the group.

The second challenge is to get clarity over Telecom Italia's international strategy. Its alliance with Cable and Wireless of the UK is a mixed bag of deals, involving traffic-sharing and an agreement to purchase some C&W assets.

But analysts say it is far from being a global alliance that opens up new markets. There is concern, too, that while its French and German counterparts have now won access to Italy, Telecom Italia has, so far, little access to European Union markets on the eve of monetary union.

This gives added significance to the group's continuing talks with Unisource, the European alliance of the telecoms operators of the Netherlands, Switzerland and Sweden.

On Tuesday Mr Rossignolo had to correct his earlier statement that agreements had been signed between the two organisations. There is, however, optimism within Unisource and Telecom Italia that an accord will shortly be struck on ways to make the most effective use of their respective networks in Europe's key markets. It is also thought that Unisource will agree with Rome to take a 1.2 per cent stake in the Italian operator.

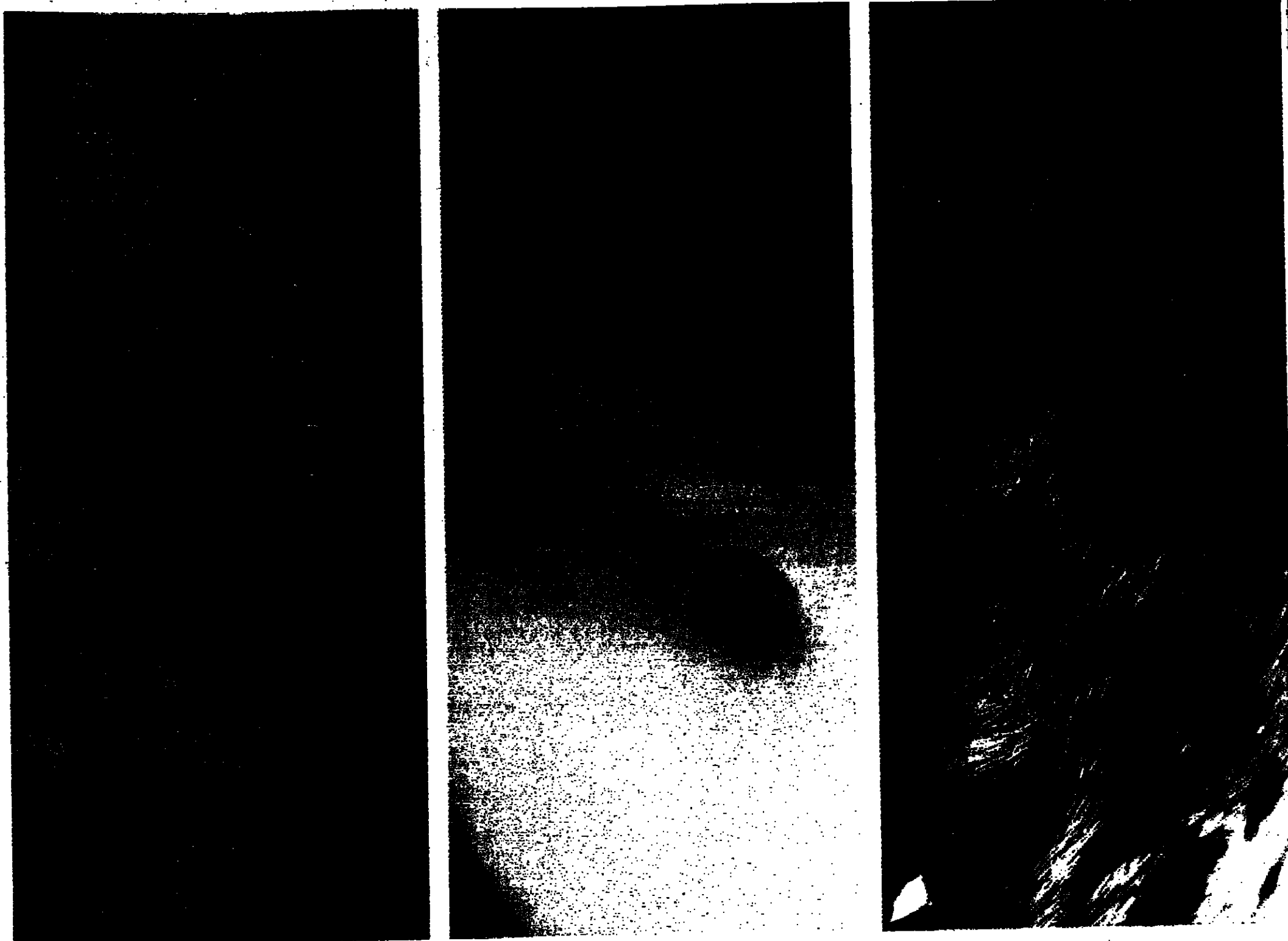
AT&T of the US, Unisource's principal European partner, has been kept fully aware of the talks but has not been party to them.

Neither of these agreements, observers say, should affect the Italian company's international alliance with the UK's C&W. They point out that the C&W deal is non-exclusive and that, in any case, the details have yet to be made clear.

C&W said yesterday that the two companies were making good progress in thrashing out the fine detail of the agreement. Dick Brown, C&W chief executive, when asked about rumours that Telecom Italia would like to recruit him as chief executive replied: "I don't speak Italian."



صحة من الامم



# RHÔNE-POULENC UNITING SCIENCES FOR LIFE

TO IMPROVE LIFE,  
WE EXPLORE  
ALL OF ITS FORMS.

Building on the vital links between plant, animal and human health, Rhône-Poulenc pursues leading edge research and manufactures products to enhance all forms of life. One of our subsidiaries, Rhône-Poulenc Rorer, discovers medicines that improve human health. Another, Pasteur Mérieux Connaught, continues a century-long track record of vaccine breakthroughs. A third, Rhône-Poulenc Agro, invents solutions for improving the protection and quality of crops. And Rhône-Poulenc Animal Nutrition together with Merial\* create advances in animal health. All life sciences at Rhône-Poulenc serve a single mission: to improve the health and well-being of people around the world.

\*50/50 joint venture with Merck & Co., Inc.

<http://www.rhone-poulenc.com>

 **RHÔNE-POULENC**

## COMPANIES &amp; FINANCE: ASIA-PACIFIC

CIVIL ENGINEERING HONG KONG-LISTED GROUP EXTENDS REACH IN SECTOR WITH CONTROLLING STAKE IN KUMAGAI GUMI

## China Everbright wins backing for HK buy

By Louise Lucas in Hong Kong

China Everbright International, one of the Hong Kong-listed companies under the acquisitive business arm of China's State Council, yesterday won shareholder approval to take control of Kumagai Gumi (Hong Kong).

The deal, which sees China Everbright extend its reach into civil engineering and contracting, was made

possible by a waiver from the Securities and Futures Commission, Hong Kong's securities regulator.

Following its latest acquisition, China Everbright's stake in Kumagai rises from 30.38 per cent to 35.07 per cent - above the 35 per cent trigger for a general takeover offer. However, the SFC's "whitewash waiver" means China Everbright is not obliged to make a general offer.

The deal raises HK\$430m (US\$55.5m) for Kumagai, which will be used as working capital for construction and to reduce bank borrowings. It is also expected to help cement Kumagai's role in its new controlling shareholder's projects.

"Given the relationship between the company and the China Everbright group, it is expected that Kumagai will play an active role as a main contractor for China

Everbright's planned construction contracts. A number of such contracts are under active consideration," Kumagai said.

Directors outlined three further benefits of the bigger shareholding: the broader capital base as a result of the share subscription, which also lowers the company's gearing; the facilitating of debt financing and issues in the capital markets; and the creation of opportunities for

Kumagai to acquire construction contracts and investment stakes in China Everbright's projects.

Kumagai yesterday obtained a general waiver on future construction contracts from its shareholders, so that participation in these projects was not held up by delays in seeking shareholder approval.

The three-year waiver is for construction contracts entered into with the China

Everbright group. These contracts will instead be approved by independent directors to ensure that the terms are fair and reasonable.

Yesterday Kumagai shareholders also gave the green light to a HK\$1bn contract for a 49-storey commercial tower in Shanghai in which Kumagai has been appointed the main contractor. Work is due to begin later this year.

## Australian banks demand their freedom to merge

The 'big four' say curbs may put them behind foreign competition, writes Gwen Robinson

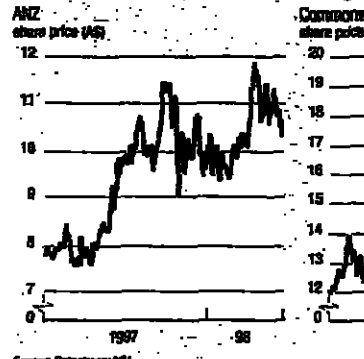
Australian bankers and analysts warned yesterday that the country's largest banks were more at risk than ever of falling behind foreign competitors in the domestic banking industry if the government did not lift merger restrictions.

The recent plunge of the Australian dollar to 13-year lows and the stock market's decline had intensified competitive pressure on the big banks, said Don Argus, managing director of National Australia Bank, Australia's largest and most profitable bank.

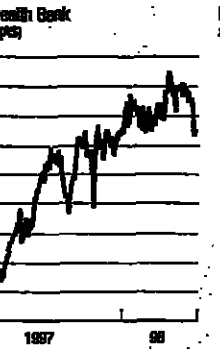
If the top four banks were not permitted to merge, their share prices would be discounted to such an extent in the market that they would be "destabilised, raided or dismembered," Mr Argus warned.

Mr Argus, a strident advocate of financial reforms proposed by the 1997 Wallis inquiry into financial deregulation, is now a member of an influential committee advising Peter Costello, Australian treasurer, on financial deregulation. He has publicly criticised the government's delay in implementing some of the inquir-

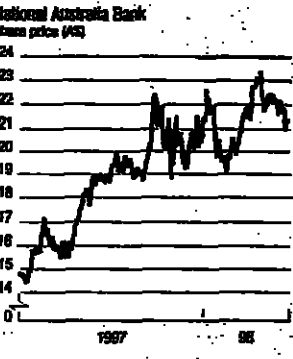
Parallel lines... but some want to merge



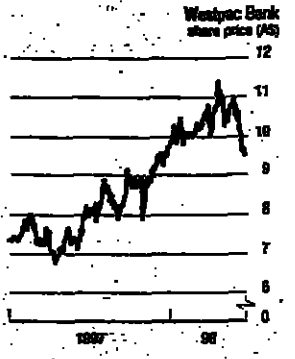
Commonwealth Bank share price (p/s)



National Australia Bank share price (p/s)



Westpac Bank share price (p/s)



ry's main recommendations.

Earlier this year, the government lifted certain restrictions - including those governing non-bank institutions, takeovers and corporate fund-raising - under Mr Costello's programme of financial reform. The biggest stumbling block hindering the competitive nature of the country's top banks, however, remains the government's "four-pillars" policy against mergers, Mr Argus said.

On a day which drew executives and securities analysts to a variety of business conferences in Sydney and Melbourne, senior bankers outlined their latest responses to the recent deterioration in the Australian business environment. Australia and New Zealand Banking Group, the fourth largest bank in terms of market capitalisation, said it was hoping to make at least one big acquisition in Asia next year, possibly part

of a leading financial institution in a south-east Asian country. John McFarlane, ANZ chief executive, suggested the group was looking at Indonesia, where a 50 per cent stake in a "reasonable" bank could go for about A\$50m (US\$30m). A similar acquisition in Singapore, he said, would be more expensive, he said.

Of Australia's top four banks, ANZ has the greatest exposure to Asia, but has cut this by 38 per cent to just over A\$12bn in the six months to March. ANZ's previous level of regional exposure "may have been tolerable in normal circumstances, but is well in excess of acceptable risk norms today," said Mr McFarlane.

Mr McFarlane, who has been less vocal than NAB's Mr Argus on the restrictions against "top four" mergers, said recent reforms had enabled some foreign banks to sidestep regulatory authorities and gain direct government approval for mergers. Australia's leading banks would have to be more "pro-active" if they wanted rationalisation in their industry, he said.

Commonwealth Bank of Australia, the country's third largest bank, said it

planned to develop a large equity broking operation, which it hoped would become a "significant plank" of the bank's profits drive in the coming years.

Michael Katz, CBA's head of institutional banking, said the bank was already Australia's largest internet broker, with 600 trades a day and 2m hits a month on its website. For the time being, the costs of establishing a full equities division, particularly a research operation, were too high in the current competitive environment, he said.

But as part of the bank's strategy to develop a full range of broking products, CBA yesterday issued three- and five-year instalment warrants over its recently listed Commonwealth Diversified Share Fund. Shaw Stockbroking of Australia said investment in bank shares was likely to become less attractive if the economy continued to slow under the threat of higher interest rates and further depreciation of the Australian dollar. Lower demand for finance and reduced loan and transaction fee income would "threaten domestic profits, even without further pressure," the broker warned.

## Confederation U.K. Holdings plc (the "Issuer")

£50,000,000  
8 1/2 per cent Bonds 2003

NOTICE IS HEREBY GIVEN that the Issuer has called a meeting of the holders of the above Bonds to be held at 65 Fleet Street, London EC4A 3DF, on 18th June 1998 at 10.00 a.m. (London time) for the purpose of considering and, if thought fit, passing the following resolutions (the "Resolutions") which will be proposed at an Extraordinary Resolution in accordance with the provisions of the terms and conditions of the Bonds and the Trust Deed dated 31st December, 1993 (as modified by a Supplemental Trust Deed dated 1st July, 1995) both made between the Issuer and Prudential Trustee Company Limited.

## EXTRAORDINARY RESOLUTION

THAT the meeting (the "Meeting") of the holders (the "Bondholders") of the outstanding £50,000,000 8 1/2 per cent Bonds 2003 (the "Bonds") of Confederation U.K. Holdings plc (the "Issuer") convened by the Trust Deed dated 31st December, 1993, as modified by a Supplemental Trust Deed dated 1st July, 1995 (together the "Trust Deed"), both made between the Issuer and Prudential Trustee Company Limited (the "Trustee"), as trustee for the Bondholders, hereby:

Resolution (1) assents to the modification of the terms and conditions of the Bonds as printed on the reverse of the Bonds and in the First Schedule to the Trust Deed (the "Conditions") by inserting:

first, the following paragraph 7(A) after paragraph 7 in Condition 8:

"7(A) On 18th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

secondly, the consequential amendments to the Trust Deed set out in the draft Second Supplemental Trust Deed in the form of the draft produced to this Meeting and for the purpose of identification signed by the chairman of the Meeting (the "Chairman") and the Trustee.

(2) and further, the Trustee to concur in the modifications referred to in paragraph (1) of this Resolution and, in order to give effect to it, to execute the Second Supplemental Trust Deed with such amendments (if any) to it as the Trustee shall require; and

(3) sanctions every alteration, modification, compromise or arrangement in respect of the rights of the Bondholders and the holder of the coupon relating to the Bonds against the Issuer involved in or resulting from the modifications and amendments referred to in paragraphs (1) and (2) of this Resolution.

In accordance with its usual practice, the Trustee expresses no opinion on the merits of the proposed modifications and amendments which are the subject of the Resolution (which it was not involved in negotiating), but has authorised it to be stated that it has no objection to the Resolution being submitted to the Bondholders for their consideration.

## BACKGROUND

## Meeting and Tender Offer

1. Under the terms of the Trust Deed and the Conditions, the Issuer may call a meeting of Bondholders on giving 21 days' notice (exclusive of the day on which the notice is given and of the day of the meeting).

2. The Meeting has been convened by the Issuer, which wishes to release all outstanding Bonds.

3. Pursuant to a tender offer by SBC Warburg Dillon Read as agent for and on behalf of Sun Life Assurance Company of Canada ("Sun Life") (the "Tender") made pursuant to an announcement to be dated and published on 18th June, 1998 (the "Tender Announcement"), Bondholders are being offered the opportunity to sell their Bonds (and including 15th June, 1998) at a price determined by the Issuer (the "Tender Price") (as defined in the Tender Announcement) provided however that the price of the Bonds to be tendered shall not be less than the Tender Price.

4. The Tender Price shall be determined by the Issuer (the "Tender Price") (as defined in the Tender Announcement) provided however that the price of the Bonds to be tendered shall not be less than the Tender Price.

5. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

6. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

7. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

8. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

9. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

10. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

11. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

12. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

13. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

14. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

15. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

16. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

17. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

18. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

19. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

20. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

21. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

22. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

23. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

24. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

25. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

26. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

27. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

28. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

29. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds at such price (the "Redemption Price"), being the higher of (i) the principal amount of the Bonds and (ii) such price as will result in the Bonds having a yield on a semi-annual basis (the "Gross Redemption Yield") determined as provided below together with interest accrued to, but excluding, the date (or dates) for redemption.

30. The Gross Redemption Yield shall be the gross redemption yield (expressed on a semi-annual compounding basis), rounded to three decimal places (with 0.0005 being rounded upwards), on the 5 per cent Treasury Stock due 30th June, 1998 (or, if for any reason the meeting of the Bondholders convened by notice dated 18th June, 1998 (the "Meeting") is adjourned, on the day falling four business days (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) after such adjournment (being a day other than a Saturday or Sunday) on which business is generally done in the City of London) the Issuer will release all (but not some only) of the Bonds



## COMPANIES &amp; FINANCE: INTERNATIONAL

## NEWS DIGEST

## INSURANCE

## Deutsche Bank stake in Gerling to fall after float

Deutsche Bank, Germany's biggest, plans to cut its 30 per cent stake in Gerling through a partial flotation of the industrial risks insurer. The bank has for several months been considering how to restructure its domestic insurance interests, which include minority shares of Gerling and Numbacher Beteiligung.

Rolf Gerling, son of the late Hans Gerling, the insurance entrepreneur, owns 70 per cent of the insurer and will retain a majority stake. Deutsche Bank will review the size of its interest when the flotation takes place, but said it would continue a long-standing relationship with Gerling. Analysts said cross-selling opportunities between the two were limited and the placing offered a sensible way out for Deutsche Bank.

Nearly half of Gerling's DM11.8bn (\$6.8bn) premium income in 1996 was derived from commercial insurance for large and medium-sized companies, with business outside Germany accounting for 35 per cent of revenue. Analysts expect between 15 per cent and 30 per cent of the company to be floated. Christopher Adams, Insurance Correspondent

## BANKING

## DG Bank advances 22%

DG Bank, the umbrella bank for the German co-operative banking network, filed operating profits before risk provisions 22 per cent in the first four months of this year, to DM475m (\$284m). Bernd Thiernann, chairman, said profits for the full year should grow at least 10 per cent.

Net commission income was 31 per cent higher at DM172m, reflecting strong securities broking business. Net interest income increased 5.5 per cent to DM1.2bn. Profits on own-account financial trading rose 84 per cent to DM91m as a result of buoyant capital markets. Costs moved up 7 per cent to DM984m, but the cost/income ratio eased from 71.2 per cent to 68.6 per cent.

Mr Thiernann said the bank's success could not be taken for granted, however, and called for a "radical change of perspective" in the co-operative banking movement. He said internal rivalry between retail banks or at the wholesale level made no sense in the long term. DG Bank was willing to discuss changes among partners in the co-operative banking system. "Anyone who wants to conquer the markets of the future cannot stay locked into the defensive territorial thinking of the past," Andrew Fisher, Frankfurt

## RETAILING

## H&amp;M beats forecasts

Shares in Hennes & Mauritz rose more than 5 per cent yesterday after the Swedish fashion retailer reported higher than expected first-half profits. The group, which opened 82 new stores in the first six months of the year, saw pre-tax profits increase 35 per cent to SKr1.36bn (\$169m), on sales ahead from SKr10.2bn to SKr12.1bn.

H&M's most commonly traded B shares rose SKr25 to SKr477, in spite of a warning that demand in its markets was growing only weakly in the current year. Operating profits, nevertheless, rose from SKr988m to SKr1.29bn, while financial investments contributed SKr67.4m compared with SKr45.5m last time. The company said its foray into France had proved a success, with sales in its three Paris stores exceeding expectations. It also opened 13 new stores in Germany, its largest market with 136 outlets. Overall, overseas sales accounted for 81 per cent of the total, up 3 percentage points on the first half of 1997. Earnings per share rose from SKr3.16 to SKr4.26. Tim Burt, Stockholm

## POWER

## Endesa sells Unión Fenosa stake

Endesa, Spain's biggest power group, is to receive Pta40.9bn (\$268m) for its minority stake in Unión Fenosa, the country's third largest electricity supplier, which it is obliged to sell under deregulation plans for the sector. It said yesterday it had agreed a price of Pta1,875 a share - above the previous day's Madrid market close of Pta1,810 - for the 7.2 per cent shareholding, being taken up by three banks.

The deal follows the full privatisation of Endesa earlier this month through a Pta1,150bn share offering. BCH, the banking group, will consolidate its position as the main shareholder of Unión Fenosa, raising its holding to about 13.5 per cent through the purchase of half of Endesa's stake. BCH also holds 3 per cent of Endesa, with which it has a strategic alliance focusing on the telecommunications and gas sectors. The remainder of the Unión Fenosa shares are to be bought by Banco Pastor and Caixa Galicia. Endesa said the deal would generate a Pta12.6bn capital gain. It recently registered a Pta13.5bn gain from the sale of a 0.5 per cent stake in Germany's RWE. David White, Madrid

## SWEDEN

## SKr450m gain for S-E Banken

Skandinaviska Enskilda Banken, the Swedish bank, said yesterday it had made a SKr450m (\$58m) capital gain on the disposal of its industrial and marine insurance business, which it inherited last year following its merger with Trygg-Hansa, the Swedish insurer. The business, representing about one-third of Trygg-Hansa's non-life insurance operations, made operating profits of SKr140m last year on premium income of SKr1.37bn. Zurich Insurance group, which has bought the business, said the deal would strengthen its position in Scandinavia and the Baltic states. Tim Burt

## PORTUGAL

## Atlântico plans rights issue

Atlântico, one of Portugal's biggest retail banks, is to increase its capital by Es450m (\$245m) through a rights issue of 16.1m shares at Es2,800 a share. The issue, planned for the end of the year, will be at a substantial discount to a Es150bn global offering of up to 29 per cent of the bank's capital in July, which Lisbon dealers are expecting to be priced at about Es5,000 a share. Analysts said the announcement of the issue would help attract investors to next month's offering, which will reduce the holding of Banco Comercial Português, Portugal's second biggest financial group, in Atlântico from 96 per cent to a minimum of 87 per cent. The rights issue means the capital increase will now be spread among shareholders rather than wholly subscribed by BCP. Peter Wise, Lisbon

**The Chase Manhattan Corporation**  
U.S. \$400,000,000

Floating Rate Subordinated Notes due 2009

For the three months 17th June, 1998 to 17th September, 1998 the Notes will carry an interest rate of 5.8125% per annum with a coupon amount of U.S. \$148.54 per U.S. \$10,000 Note, payable on 17th September, 1998.

Bankers Trust  
Company, London

Agent Bank

## A rare glimpse into the misty world of Swiss banking

The sale of Banca della Svizzera will be a test of the enduring popularity of Switzerland to wealthy investors, writes William Hall

Private banking can be very lucrative, judging by the recent results of the big three Swiss banks. But evaluating the worth of private banks is difficult because they rarely come up for sale, and those that do generally change hands behind a cloud of secrecy.

But the mist is about to be lifted with the disposal of Banca della Svizzera Italiana, Lugano's oldest bank. Its sale, a condition for the merger of Swiss Bank Corporation (BSI's owner) and UBS, offers a rare insight into the intimate world of Swiss private banking.

BSI's owner, which seems more interested in preserving secrecy than in maximising shareholder value, refuses to name the interested parties. But Generali, Italy's biggest insurer, and Germany's Deutsche Bank have confirmed their interest. Other banks, including the Dutch Rabobank, France's Banque Nationale de Paris and Merrill Lynch, the biggest Wall Street broker, are understood to have run their eye over BSI.

BSI has assets of SFr5.9bn (\$3.9bn) and outposts in the watering holes of the world's seriously rich, such as St

Moritz, Chiasso, Nassau and Monte Carlo. It earned SFr290m on equity of SFr290m in 1997; in these terms it is 50 per cent more profitable than Lugano's other rumoured takeover candidate, Banca del Gottardo, which was bought by Japan's Sumitomo Bank in 1994.

The main sales pitch for BSI is its attractiveness to an international bank wanting a foothold in the Swiss private banking market and a springboard into the neighbouring northern Italian market. But many of BSI's Italian customers use it because they believe the Swiss have a greater respect for secrecy than their own compatriots.

An Italian takeover could prompt an exodus of clients who park their money in Lugano to keep it out of the reach of the Italian tax authorities. The BSI sale will also be a test of the level of foreign interest in Switzerland as a private banking market. Many of the country's advantages, such as low inflation, political stability and a strong currency, are no longer special. Nor are its legendary bank secrecy laws



Vale of secrecy: Lugano, home to Banca della Svizzera.

as watertight as they were, and most analysts expect onshore private banking markets to grow more quickly than offshore centres like Switzerland.

Switzerland's desire to spruce up its international image is likely to reduce the roll-call of potential bidders. The days when Swiss banks changed hands without any questions asked are over. BSI's new owner will need to

have a respectable pedigree if it wants the nod from the Swiss banking commission.

John Leonard, Salomon Brothers' bank analyst, believes BSI should be a "fairly marketable asset", fetching SFr1.5bn-SFr2bn.

But it would be hard to describe BSI as the crown jewel in SBC's private banking empire. Until a few years ago, it was a commercial and retail bank which did some

private banking. Over the past decade, various banks, including New York's Irving Trust and Japan's Taiyo Kobe, have had an interest in it. It was also controlled briefly by a New York property developer.

SBC bought control in 1991 and began folding in its four private banks - Zurich's Adler & Co, Basle's Bank Bihinger, Berne's Armand von Ernst and Geneva's Ferrier Lullin & Cie. The intention was to form a dedicated private banking unit.

This took longer than expected, and it was not until mid-1996 that BSI's retail and commercial clients were transferred to SBC, leaving the former free to concentrate on its primary mission. BSI lost money in 1996 and at the start of 1997 SBC reorganised its private banking operations once again and made SBC Private Banking, rather than BSI, its main vehicle.

SBC is stripping out the four small banks inside BSI which together earned SFr82.8m in 1997 and are roughly three times as profitable as BSI in terms of return on assets. Zurich's Bank Adler has been sold to

management and the new UBS will keep the others.

So who will be the lucky winner? Liechtenstein Global Trust, which has just sold its fund management arm for more than \$1bn, says it is not interested. Geneva's private banks, such as Pictet or Lombard Odier, probably could not afford to buy BSI. Meanwhile, the fact that BSI is based in Lugano, rather than Geneva or Zurich, could limit foreign interest.

Edgar de Piccolotto's UBP or Edmond Safra's Republic National Bank of New York (Suisse) would be obvious domestic bidders. Both have built up large Geneva-based private banks from scratch. But they are in their late 60s, may not have the appetite to take on a challenge like BSI, and may be unwilling to get into an auction with the likes of Deutsche Bank and Generali.

However, if the two non-Swiss front-runners were to pull out of the race, BSI's resale value could drop to a level which might be an embarrassing reminder that SBC's past takeover record is not as hot as it is sometimes cracked up to be.

When everything clicks,  
unlocking value is simple.

Bankers Trust

(Bankers Trust Group)

To open new opportunities, you need the right combination of strengths, all working together.

Which is what growing and restructuring companies find at BT Alex. Brown.

We've combined the long-standing expertise of each component in our global investment banking firm to create the first truly integrated source of innovative financial solutions.

So our clients—in 50 countries around the world—now have access to in-depth industry knowledge, preeminent research, and proven strengths in advisory services and bank, bond and equity markets—all on a global scale.

Talk to the people at BT Alex. Brown. The right combination unlocks value around the world.

BT Alex. Brown

## COMPANIES &amp; FINANCE: THE AMERICAS

US EXCHANGES SEATHOLDERS SET TO DECIDE FATE OF PROPOSED MERGER WITH NASD

## Boost for backers of Amex deal

By John Labate  
in New York

For three months the American Stock Exchange (Amex) and the National Association of Securities Dealers (Nasdaq) have negotiated, undertaken road shows and suffered shareholder disputes in their attempt to seal a merger of the second and third largest US trading systems.

Next Thursday, the 864 seatholders of Amex will have the final say on whether to accept or reject the merger in a vote that requires approval of two-thirds of its members.

Supporters of the merger received a boost last week when the board of the Philadelphia Stock Exchange agreed in principle to merge with the Amex and the Nasdaq.

The main attraction of Philadelphia is its stake in the options business, a trade that has meant much to the Amex's own turnaround.

The combined options holdings of the Amex and the Philadelphia Exchange would account for some 34 per cent of the US options trade, second to the Chicago Board Options Exchange.

The campaign to block the deal suffered a blow this week when Paul Liang, one of the most vociferous opponents of the deal, sold his 11 regular Amex seats and seven options trading seats - in effect, taking out his votes just prior to the vote.

Mr Liang, who is concerned that his investment may be diluted by the merger, has sold his regular seats, which allow options and equity trading, for \$400,000 apiece, while the options seats were sold for \$380,000 each.

Ironically, Mr Liang may not stray far from a newly combined Nasd and Amex entity.

"I am considering buying Philadelphia Stock Exchange seats," said Mr Liang, who believes the proposed merger could still fail. "They should generate more income in the next 12 years."

Another opponent of the merger is concerned that the move would undermine floor trading. "Members of the American Stock Exchange will lose ownership control of the exchange, over such things as trading fees and other costs of operation," said Steve Fossett, chair-

man of Lakota Trading, a Chicago-based options market-making firm that controls 15 seats on the Amex. But in spite of his concerns, Mr Fossett believes the merger will be approved in next week's vote.

Others also expect the seat members will approve the deal. "A lot of people who were against it have changed their minds as a result of the roadshows," said Stuart Alpert, chairman of the Amex Floor Brokers Association and an independent floor broker.

## US options exchanges look to their future

The rapid growth of the sector has sparked a move towards consolidation, report John Labate and Nikki Tait

Last week's merger in principle between the Philadelphia and American Stock Exchanges and the National Association of Securities Dealers - Nasd - underscores the growing importance of the market in options, the high-risk and high-reward contracts to buy and sell stocks, commodities and currencies.

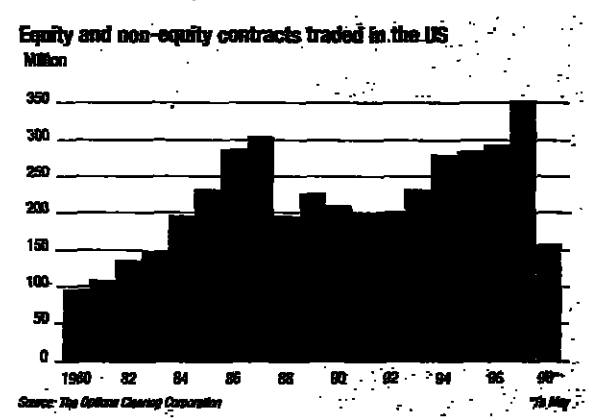
If the strategy wins approval, the new exchange would combine a broad array of equity and options trading within a single operation.

"The Nasd wanted to be in the options business, no doubt about it," says Michael Schwartz, chief of options strategy at CIBC Oppenheimer.

In recent years, the Philadelphia exchange has come under fire from traders as its technology fell behind its larger rivals.

But on Monday, Philadelphia moved to catch up as 60 traders and specialists in Dell Computer options, the most prized holding of the Philadelphia Exchange, moved temporarily to New York and to the Amex trading floor while technology upgrades were made.

The hope is that the com-



bination of Amex-level technology with the Philly options business will expand the overall trading volume.

"This was really the only feasible way for them to catch up in a short period of time," says Kevin Murphy, managing director of retail options at Salomon Smith Barney.

The benefit of bringing a smaller exchange under the wing of a larger and more technologically sophisticated institution has been demonstrated over the past 12 months with incorporation of the New York Stock Exchange's options floor into the Chicago Board Options Exchange.

edge and operational efficiency has also played a significant role.

In the 35 years since listed option trading began on the CBOE, the daily volume in options has made dramatic, if choppy, strides, catching on with institutional as well as retail investors.

Options trading fell back sharply in the wake of the stock market collapse in 1987. Several years of unsteady growth followed, and the record volume of 1987 was not surpassed until last year.

Options trading now takes place on four US exchanges, some of which compete against one another with multiple listings available on more than one exchange. The CBOE remains the leader, with 61 per cent of option volume, followed by the Amex with 24 per cent, the Pacific Stock Exchange with 15 per cent, and Philadelphia 10 per cent.

Under its agreement to merge with the Amex and the Nasd, Philadelphia will retain its trading floor for up to five years. Its options trading will then likely be consolidated into that of the Amex.

Growth in its highly lucrative options business was key to the turnaround at the Amex. Today, its trade in options accounts for about one-third of the Amex's profits, and two-thirds of the traders' profits.

One question which hangs over the industry, however, is how much further consolidation will - or can - go.

There has already been talk that a merged Amex/Nasdaq/Philadelphia will put more competitive pressure on the CBOE and increase the possibility that it will try to acquire the San Francisco-based Pacific Stock Exchange.

Another concern is how much this industry - and other derivatives markets - will need to adapt its technology.

At the CBOE, for example, while about 80 per cent of orders currently flow into the exchange electronically, execution is handled through the traditional open-outcry system.

The exchange is already examining the possibility of offering screen-based trading of index products after-hours, and/or of trading less liquid products electronically during the trading day.

## CBOT, CME agree on 'cross-margining'

By Nikki Tait in Chicago

The Chicago Board of Trade and the Chicago Mercantile Exchange, the two big Chicago futures exchanges which have traditionally been fierce rivals, have for the first time reached agreement on "cross-margining" of interest-rate related products traded on their respective exchanges.

Traders or customers with positions on both exchanges will be able to offset the margin they are required to post, say, the CME against that required by the CBOT, when the positions taken together indicate an overall reduction in risk.

The measure, which requires regulatory approval, will cover the eurodollar contract at the CME and the US Treasury contracts at the CBOT. The

two exchanges have also formed a joint committee to look at extending cross-margining to agricultural and equity index contracts.

The move comes amid pressure on the exchanges from their members to reduce trading costs. That pressure has intensified as the threat from electronic trading systems has increased and the over-the-counter derivatives market has grown.

Some traders and firms - many of which are active in both markets - have urged the exchanges to put aside their rivalry and look at ways in which co-operation might serve members' interests.

In recognition of this, the CME and CBOT agreed in principle to set up a "common clearing" system earlier this year, so that important

back-office functions are handled by one organisation. Cross-margining was seen as a significant element in this. However, a common clearing mechanism is unlikely to be in operation before 1999, and the CME said yesterday that a decision had been made to press ahead with this more quickly. The current cross-margining proposal will not be dependent on the common clearing scheme.

Details of the common clearing proposal are being finalised by lawyers. Although it is unclear whether it will be signed by the heads of the exchanges by the June 19 deadline, this is expected within a few days. The CBOT said it expected the proposal to go a special board meeting on July 8. After that, the proposal will be put to members within 90 days.

INTERNET APPROACH BY TELECOMS GROUP GETS COOL RECEPTION

## AOL shares leap as group rebuffs AT&amp;T

By William Lewis and Richard Waters in New York and Louise Kehoe in San Francisco

Shares of America Online leapt about 6 per cent in early trading on Wall Street yesterday after it emerged that the world's leading online service had rebuffed a takeover approach from AT&T, the largest telecoms company in the US.

As reported in the Financial Times yesterday, AT&T approached AOL several weeks ago with a tentative offer.

One person close to the talks said that the approach had valued the online services company at \$32bn-\$33bn, compared with AOL's current market capitalisation of more than \$20bn.

At lunchtime in New York, AOL shares were trading 6 1/2% higher at \$94, a rise of 5.82 per cent.

The share prices of other internet stocks were also up on speculation that they may consider linking with telecoms group. Yahoo! was up 7 1/2%, or 6.48 per cent, at \$129 1/2, and Excite was up 5 1/2%, or 7.4 per cent, at \$72 1/2. AT&T's shares were up 3 1/2% at \$62 1/2.

Neither AOL nor AT&T would comment yesterday. However, AOL's top executives are understood to have informed AT&T several days ago that they did not want to sell the company.

People close to the talks suggested that discussions could be restarted and said they felt that Robert Pitt-

man, AOL chief operating officer, was keen to complete a deal. Steve Case, AOL chief executive officer, is known to be against.

With some 13m subscribers, AOL is the world's largest online service and internet access provider. AT&T's apparent willingness to pay a significant premium to catapult itself to the forefront of online services and electronic commerce reflects the growing importance of the internet to telecommunications carriers. More than half of the traffic on North American telephone networks is internet data.

Under Michael Armstrong, its new chairman, AT&T has embarked on an ambitious path to extend its reach into new, faster-growing markets to add to its core long-distance business.

The acquisition of AOL, while greatly diluting the company's earnings per share, would give it a leading position in the most dynamic part of the communications industry. Wall Street analysts said.

With its large and fast growing subscriber base, AOL dominates the North American consumer market for internet access and has a significant presence in international markets. AT&T's internet access service, WorldNet, is far smaller, with 1.1m subscribers.

AOL has been particularly successful in creating online "communities", or special interest groups, which are widely seen as the key to

boosting electronic commerce. Groups with sports interests, for example, are a magnet for sportswear advertisers.

The online service is also in the forefront of a rapidly growing trend toward the creation of internet "portals" or "super-sites" - web sites with a broad content and services. These sites, which include Yahoo! and Excite as well as AOL, garner the lion's share of internet advertising revenues.

Portals can also charge high fees to retailers and online publishers for "space" on their web sites. In the most recent deal of this sort, The Fragrance Center, an online cosmetics retailer, will pay AOL \$12m over four years, plus a share of revenues, in return for prominent display on AOL's site.

With electronic commerce predicted to grow to \$200bn by 2000, up from about \$20bn last year, internet portal sites are attracting intense interest from investors. This month, NBC purchased a 19 per cent stake in Snap, a portal site operated by Cnet, for an undisclosed sum. The deal also gave NBC an option to buy up to 60 per cent of Snap for \$38m.

Internet access providers are also forming partnerships with portal sites. AT&T recently signed deals with Lycos, Excite and Infoseek. In March, MCI Communications joined with Yahoo! to provide an online service.

See Lex

## Agco expresses interest in acquiring Claas

By Peter Marsh

Agco of the US, one of the world's big four agricultural machinery makers, said yesterday it was interested in buying Claas, Europe's biggest producer of combine harvesters, as part of an expansion drive.

The privately owned Claas, based in Germany, is one of the continent's biggest farm machine makers, with sales last year of DM1.9bn (\$1.06bn), on which it showed a pre-tax profit of DM134.7m.

Agco said its interest in Claas was part of a \$600m acquisition plan aimed at lifting its 50 per cent in the next two years. Claas yesterday restated that it was not for sale.

The company is owned by descendants of the farmer's son who started the business

in 1913. Robert Ratliff, Agco chairman and chief executive, said at a press conference in London that ultimately "economic realities" would force Claas to join up with a bigger company capable of growing globally.

The statement of interest by Agco, which has expanded through more than \$1bn of acquisitions since starting in 1980, amounts to a shot across the bows of Caterpillar, the world's biggest maker of construction machines. Many analysts have assumed that Caterpillar is readying itself to be first in line to take over Claas, should the family decide to sell.

Caterpillar, which had sales last year of nearly \$19bn, is building with Claas a \$100m plant in the US which will turn out combine harvesters to Claas's designs.

This is aimed at giving both companies a bigger share of the US combine market - a field currently dominated by Deere and Case, both US-owned and two big world participants in farm equipment.

In a further swipe at Caterpillar, Mr Ratliff said its joint venture with Claas was unlikely to succeed because of the "low attractiveness" of Claas's equipment to US farmers.

However, Mr Ratliff said Claas would fit well with Agco because of its strong position in Europe, from where it gains half its revenues and is keen to expand.

Agco's tractor brands include Massey Ferguson, the Canadian tractor company bought in 1994 for \$225m.

Last year it purchased Fendt, Germany's biggest tractor maker, for \$283m.



Robert Ratliff, Agco chief sees Claas as good fit

## Appointments Advertising

appears in the UK edition every Monday, Wednesday & Thursday and in the International edition every Friday.

For further information please contact:  
Toby Fildes-Crofts  
+44 0171 873 4027

## BankBoston outlines strategy

By John Authers  
in New York

BankBoston, the US commercial bank, intends to use its \$400m acquisition of the Robertson Stephens investment bank from BankAmerica to establish a corporate "one-stop shop" for medium-sized companies, and to help build its international investment banking operations.

Similar mergers by US commercial banks in the past year, following a relaxation of rules by the Federal Reserve, have all been aimed at the domestic market. NationsBank, of Charlotte, bought Montgomery Securities; First Union acquired Wheat First Butcher Singer, and US Bancorp bought Piper Jaffray.

Speaking to the Financial Times, Henrique Campos de Meirelles, BankBoston president, said the bank had noted increasing demand from corporate customers to access the capital markets in new ways, such as high-yield debt and loan securitisation.

It had already built a fixed income securities business, but did not think it realistic to build equity capabilities which were also in demand,

including initial public offerings, mergers and acquisitions advice, and research. He said BankBoston had not made a move to buy Robertson Stephens last year, when it was acquired by BankAmerica, because it was not offered.

The company hopes in the longer term to use Robertson Stephens' equity capabilities to help its planned expansion into Asia.

Mr Meirelles said: "We are building initially in Asia through our fixed income group, and we hired a group from Peregrine in Singapore. These people are beginning to build our distribution group in Asia and also our origination group."

Initially, this will mean high-yield US debt originated by the US customer base and bonds issued by its customers in emerging markets. It also wants to add the equity capabilities brought to it by Robertson Stephens.

Mr Meirelles said: "As opposed to Citibank we aren't going all over the world doing everything. We have a very focused capital markets operation in Asia, which is an extension of our investment bank in Boston and Latin America."

## MONTEDISON

## PAYMENT OF DIVIDENDS FOR 1997

Notice is hereby given to shareholders that the dividend for the 1997 financial year approved by the Annual General Meeting held on May 29, 1998, subject to withholding tax, amounts to:

- Lire 40 per ordinary share, against presentation of securities and detachment of coupon n. 22;
- Lire 60 per convertible or non-convertible savings share, against presentation of coupon n. 5.

The dividends will become payable as from June 22, 1998 at the Company's Securities Office (Via Cerva 28, Milan), at the offices of Monte Titoli Spa for the securities it administers, and at branches of the various accredited banks.

The Board of Directors  
Chairman  
Luigi Luchini

Montedison Spa  
Registered Office - Piazzetta M. Bossi 3, Milan  
Capital stock: Lire 5,716,444,832,000 fully paid-in  
Milan Company Register No. 310653  
Tax I.D. No. 05114510158

The United Mexican States  
Collateralized Floating Rate Bonds Due 2019

NOTICE IS HEREBY GIVEN that the interest rate covering the interest period from June 16, 1998 to December 16, 1998 are detailed below:

Series Designation	Rate	Interest Amount	Interest Payment Date
CBSR 155/98	4.5 Per P.A.	(P.A. 155/98) Per P.A. 1,000	December 16, 1998

June 17, 1998 CITIBANK, N.A. Agent

## LEGAL NOTICES

IN THE MATTER OF

BANK OF GREECE

NOTICE IS HEREBY GIVEN that the

members of the above-named company

which is being voluntarily wound up

are required on or before the 17th day of July

1998 to send to their full names, their

addresses and descriptions, full particulars

of their debts or claims and the names and

addresses of their solicitors (if any) to the

underwritten Mr. Dinos N. Papadopoulos,

FCA of Cyprus &amp; Licensed, New House, 3

Th. Davris Street, P.O. Box 1611, CY-1501

Nicosia, Cyprus, the liquidator of the said

company, and if as required by notice in

writing from the said liquidator, to come in

and prove their said debts or claims at such

time and place as shall be specified in such

notice, or in default thereof they will be

excluded from the benefits of any

distribution made before such debts are

proved.

Dated the 18th day of June 1998.

Dinos N. Papadopoulos

Cooper &amp; Lybrand

Liquidator

## Yasuda Trust and Banking

(Luxembourg) S.A.

US\$ 50,000,000

Floating Rate

Guaranteed Notes Due 2000

with Fixed Rate Option

Guaranteed by

The Yasuda Trust and Banking

Company, Limited

In accordance with the provisions

of the Notes, notice is hereby

given that the rate of interest for

the interest period (18th June 1998

to 18th December 1998) has been

fixed at 6.11875% p.a. The

coupon amount payable on

the 18th December 1998 will be

US\$ 155.52 per US\$ 5,000 Note.

The Yasuda Trust and

Banking Company, Ltd.

London Agent Bank



## PROPERTY MERGER WOULD CREATE WORLD'S LARGEST PROPERTY ADVISORY COMPANY

## LaSalle in talks with Jones Lang

By Norma Cohen

LaSalle Partners, one of the US's largest property advisory companies, said last night it was in talks with UK-based Jones Lang Wootton about a merger which would create the world's largest property advisory company.

The move comes amid an accelerating pace of cross-border mergers of firms advising on the investment in and management of real estate to meet the demands

of increasingly international occupiers and investors.

LaSalle made the statement after heavy trading in its shares on the New York Stock Exchange in recent days.

The company has a market capitalisation of \$725m and revenues last year were \$225m, up 41 per cent on 1996. Net earnings rose \$5.9m to \$25.8m.

JLW partners had been deeply divided over an internal proposal to seek a stock market listing of the firm in

order to raise additional capital for expansion.

In addition to needing capital for expansion, JLW is considering whether to become a co-investor in properties alongside its clients, a move which US investors are increasingly demanding of those advising them on real estate deals.

JLW, organised as a partnership, has 84 offices in 33 countries, with more than 4,000 staff. Although it has established a presence in the key US market, where many

multinational tenants and investors are based, it has not been able to build a critical mass of business there. The company had gross revenues of \$282m in 1997.

LaSalle, with more than 1,400 staff, is a market leader in the US but has a minimal presence elsewhere at a time when its US clients are increasingly seeking both property services and investment opportunities overseas.

Two years ago it acquired the property investment arm of CIN, the fund manage-

ment division of the British Coal pension fund. LaSalle said that a merger would be through a stock transaction, although it was not certain any deal would be concluded.

Separately, LaSalle is in talks to acquire Compass Management and Leasing, the Atlanta-based real estate management services arm of Australia-based Lend Lease for cash. Also, LaSalle is negotiating to acquire Lend Lease's US retail property management business.

## Carlton in \$264m offer for Nimbus

By Alice Rawsthorn

Carlton Communications, the UK media group, yesterday launched a \$264m recommended tender offer for Nimbus CD International, the Nasdaq-quoted US disc manufacturer.

Owners of 41 per cent of Nimbus shares, including management, have agreed to accept Carlton's \$11.50 a share cash offer. By early afternoon in New York Nimbus shares were up \$2 to \$11.4. Shares in Carlton eased 8p to close at 545p in London.

The acquisition will accelerate Carlton's efforts to strengthen the presence of its Technicolor subsidiary in the expanding market for digital versatile discs, billed as a successor to the video cassette and CD-Rom.

Technicolor began as a motion picture film processor, and diversified into video cassettes in the 1980s. It is now one of the world's largest manufacturers in both sectors.

Nimbus, based in Charlottesville, Virginia, has a substantial presence in CD-Rom production, and also manufactures audio-CDs, DVD-Videos and DVD-Roms.

It made pre-tax profits of \$21m in the year to March 31, when net assets were \$66m, including net debt of \$18m.

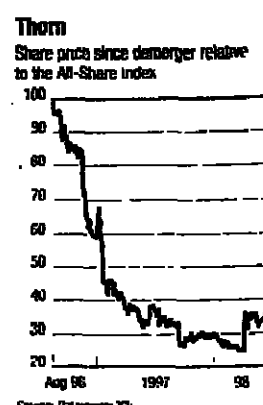
Carlton hopes to complete the acquisition by the end of next month. It expects cost savings principally in the sales and marketing areas.

## COMMENT

## Thorn

Not a bad second best for Thorn's abject shareholders.

While many will regret the lack of a bid for the whole group - talks with an unknown suitor are ongoing - the sale of its US businesses to Renters Choice, absolving Thorn of long-standing legal liabilities, is still good news. At one time historic sales and nine times operating profits, the \$245m (\$284m) proceeds from the sale - much of which will be handed straight back to shareholders - has pushed the strategic review off to a dying start. But to maintain the momentum, Thorn must secure good prices for the remaining international businesses and manage the decline of the UK rump gracefully.



## UK restaurants

Pierre Victoire went from cheap and cheerful to cheap and nasty, and now it's off to the receivers. Like many small companies, the Gallic bistro chain expanded too rapidly from an inadequate capital base. Without a firm grip on its over-franchised and poorly-sited restaurants, the centre failed to maintain standards throughout the chain. A strident staple dish can have hardly helped draw crowds given mad cow phobia. But its 5-4-4 score in Harden's 1997 Guide to London Restaurants - where 1 is outstanding and 5 disappointing for food, service and atmosphere - tells the story of dire value for money.

While most of its problems were of its own making, Pierre Victoire's failure has implications for others in the fragmented restaurant sector such as Pizza Express and City Centre Restaurants. As the UK's café culture blooms and the non-home-consumed share of food spending rises from about 25 per cent now to the much higher US levels, the market's high growth potential will continue to entice new entrants. Hotter competition has already put pressure on property prices and staff (especially chef) availability, particularly as pub groups such as Scottish & Newcastle enter expansionist mode.

Furthermore, with economic growth projected to slow, a degree of consumer belt-tightening may occur. Some may stop eating out, but more will downgrade, benefiting sub-£20 a head operators. Well-organised chains that enjoy purchasing economies are the best placed to prosper. Pizza Express is one, but its shares are already highly valued.

## NHP sets its sights on Spain

By Susanna Doyle

Nursing Home Properties, the specialist property company, is ready to begin a \$25m (\$57m) expansion into Spain.

Richard Elliott, chief executive, said yesterday that Spain was the most attractive of the continental European markets.

"At some stage our growth

in the UK will slow down," he said. "And Europe is the obvious place to go. I see us as a European property company in the longer term."

NHP - which buys purpose-built care homes and leases them back to operators - has spent nine months investigating the Spanish market. Mr Elliott said there were 100,000 nursing-homes beds in Spain with a population of 41m - against 570,000 beds and a population of 56m in the UK. NHP also plans to look at France and Germany.

Mr Elliott said the company planned a \$200m securitisation - NHP's second since it was formed at the start of 1995 - in September. Securitisation involves issuing bonds backed by an income stream.

## Premier and Shell link in Pakistan

By Robert Corzine

Premier Oil, the UK-based explorer, and Royal Dutch/Shell are to pool their onshore exploration and production interests in Pakistan as part of a wide-ranging agreement to build a large natural gas business there.

Premier will have a 50.1 per cent stake in the venture, which has been valued at \$300m. Premier will be its operator, although Shell will provide financial and commercial managers.

Shell will include its share of the Bhif field, a large gas discovery made last year by Lasmo. All Premier's onshore assets in Pakistan are included, except for its 100 per cent interest in the Kandra exploration licence. Shell will pay the first \$60m of the venture's expenditure because of an imbalance in the value of the two companies' assets.

The venture will be especially strong in the hilly "fold-belt" area in southern Pakistan, where several big discoveries have been made. Charles Jamieson, Premier's chief executive, said the deal had provisions for possible midstream and downstream joint developments such as power generation.

## BNFL set to buy Westinghouse

State-owned group in consortium, including Morrison Knudsen of US

By Virginia Marsh

A consortium involving British Nuclear Fuels, the state-owned nuclear fuel and waste processor, is poised to agree the purchase of the Westinghouse nuclear business and may announce a deal as early as tomorrow or Monday.

The consortium, which also includes Morrison Knudsen, a US engineering group, was one of three groups that bid for the business last month. It is in exclusive negotiations with CBS Corporation, the former Westinghouse Elec-

tric which is selling its remaining industrial businesses after transforming itself into a media group.

The deal could be worth \$180-\$1.5bn, including liabilities.

The move would give BNFL the technology behind a third of the world's nuclear plants. The business also comprises a smaller government services division whose activities include servicing nuclear weapons.

"This is potentially a very exciting deal for BNFL. Nuclear plant clean-up is going to be a huge business in the coming years," said

Peter Atherton of Dresdner Kleinwort Benson. "At the least, it eliminates Westinghouse as a competitor."

Analysts said the US market also represented a valuable diversification away from BNFL's controversial fuel reprocessing business in the UK. It runs the Thorp reprocessing plant at Sellafield, and is in the process of merging with Magnox Electric, which operates six ageing UK nuclear plants.

It is believed the other bidders for the Westinghouse assets were a group including Framatome and Cogema, the French state-run companies, and a US consortium.

BNFL and Idaho-based Morrison Knudsen already work together in the US on

government contracts to dispose of waste from atomic weapons production. BNFL's US operations account for a large part of sales from international activities which last year contributed \$501m (\$517m) or 32 per cent of group sales.

CBS, whose operations include its television network and radio stations, has said it would like to sell the Westinghouse businesses by the middle of this year. Last month, it agreed to sell its Westinghouse Process Control Division to Emerson Electric for \$265m. Emerson will provide Westinghouse's nuclear power business with technology, hardware, spare parts and services in an exclusive supply agreement.

## RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
ATI	Yr to Mar 31	13.8	(11.2)	2.15	7.17	(5.36)	1.34	Aug 17	-
Amber Ind	Yr to Mar 31	23.2	(23.1)	1.84	3.03	1.8	(1.1)	Aug 3	-
Assoc Brit Engng	Yr to Mar 31	34.5	(37.1)	0.359	(1.29)	0.07	(0.41)	Aug 3	-
Bradford Property	Yr to Apr 5	71.8	(59.4)	32.2	(28.1)	15.05	(13.26)	Aug 8	4.85
CLM Insurance	Yr to Dec 31	127.29	(145.98)	19.2	(15.7)	15.31	(12.6)	Aug 3	8.08
Cuba (N)	Yr to Dec 31	91.7	(84.2)	1.8	(2.68)	1.18	(12.53)	Aug 3	8.08
Courts	Yr to Mar 31	484.1	(424.4)	32.3	(29.5)	28.8	(28.26)	Oct 9	2.75
General Cable	3 mths to Mar 31	32	(22.5)	12.2	(11.5)	3.2	(3.2)	Aug 3	4.5
La Senza	Yr to Jan 31	26.7	(18)	3.8	(1.48)	10.71	(5.8)	Aug 3	3.75
Lovell (L)	6 mths to Mar 31	123.6	(107.7)	0.503	(1.54)	11	(5.4)	Aug 3	-
LPA	6 mths to Mar 31	3.2	(2.7)	0.345	(0.28)	2.58	(2.2)	Jul 28	1.1
Manning Home	6 mths to Mar 31	9.54	(4.72)	2.8	(1.57)	4.09	(2.2)	Jul 9	1.5
Phylogram	6 mths to Feb 28	0.26	(0.08)	2.11	(1.18)	6.81	(3.88)	Aug 28	0.5
Porter Chatham	Yr to Mar 27	76.9	(72.1)	5.31	(4.57)	3.49	(3.15)	Aug 28	0.5
Proctor	Yr to Mar 31	0.178	(0.573)	4.13	(3.82)	7.41	(7.31)	Aug 30	1.2
Rebus	Yr to Mar 31	87.7	(86.4)	8.39	(6.51)	5.74	(4.51)	Aug 30	2.1
Investment Trusts									
New Zealand	6 mths to Apr 30	163.77	(237.75)	0.228	(0.307)	2.07	(2.78)	Aug 30	4.75

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. On increased capital. On stock. On premium. Second quarter, making 3.85p (3p) so far. Foreign income dividend.

This advertisement is issued by Fortis and approved by Messerian Securities (UK) Limited which is regulated by the Securities and Futures Authority in the conduct of investments business in the UK.

## Fortis AG

Statement in respect of the Public Offer of Exchange by Fortis AG for all shares that it has not previously acquired in Générale de Banque/Generale Bank

In view of its public offer of exchange for all shares that it has not previously acquired in Générale de Banque/Generale Bank, Fortis AG has received, on June 15, 1998, the following unanimous opinion of the Board of Directors of Générale de Banque/Generale Bank:

"Opinion dated June 12, 1998 of the Board of Directors of Générale de Banque S.A./N.V. on the public offer of exchange by Fortis AG  
In accordance with articles 1-4 and following of the Royal Decree of November 8, 1989, the Board of Directors of Générale de Banque S.A./N.V. has examined the following new elements of which it has been informed in the context of the public offers by Fortis AG and ABN-Amro following the opinion which it rendered on May 29, 1998.

- an advice of the Banking and Finance Commission communicated on June 5, 1998, announcing a modification of the condition linked to the offer of ABN-Amro;

- an advice of the Banking and Finance Commission communicated on June 5, 1998, announcing a higher offer made by Fortis AG;

- a public announcement by ABN-Amro of its decision to withdraw its offer in accordance with article 12 of the Royal Decree of November 8, 1989.

On the basis of these elements, the Board of Directors considers it appropriate to review the opinion rendered on May 29, 1998 and to replace it, for the convenience of the reader, by the following opinion:

## 1. CONTENT OF THE PROSPECTUS OF FORTIS AG

In accordance with article 15, § 1 of the Royal Decree of November 8, 1989, the Board of Directors has informed Fortis AG and the Banking and Finance Commission of its comments on the draft text of the prospectus.

## 2. OPINION OF THE BOARD OF DIRECTORS

In accordance with article 15, § 2 of the Royal Decree of November 8, 1989, the Board of Directors has examined the public offer by Fortis AG from the viewpoint of the interest of the aggregate of the shareholders, creditors and employees of the company. In doing so, it has taken into account the position of the Works Council, which is attached in respect to this opinion.

As far as the interest of the employees is concerned, to the extent that this is linked to the interest of the company and its development, the Board of Directors has noted that the business plan of Fortis AG confines a leadership role to the bank in terms of the management and the development of the bank in Belgium and in the world, thereby opening perspectives for long-term development. In the short term, the Board has taken note of the statements made by Fortis AG announcing that there will not be any redundancies.

The offer of Fortis AG conforms with the requirements as fixed during the Board meeting of May 12, 1998 to enter into a strategic alliance with Fortis AG. The advantages to be derived from the synergies announced in the business plan of Fortis AG are substantial. This plan allows to guarantee the continuance of a policy which is compatible with the bank's interests, comprising respect for its integrity and maintaining in Belgium an independent decision-making centre, in compliance with the Protocol on the autonomy of the banking function. As far as the interest of the creditors is concerned and more in particular that of the bank's deposit holders, the Board of Directors establishes that the business plan of Fortis AG as well as the financial resources of this company are of a nature capable to safeguard such interests.

As far as the interest of the aggregate of shareholders is concerned, the Board of Directors is of the opinion that the financial value of the offer of Fortis AG is particularly attractive; the offer exceeds in a material manner the average quoted price of the Generale Bank share during the last months and years and by-passes the currently withdrawn offer by ABN-Amro with 5 %.

As a conclusion, the Board of Directors is of the opinion that the offer of Fortis AG is favourable and in the interest of the aggregate of the shareholders, creditors and employees of the company.

The foregoing opinion has been approved unanimously by all directors present and represented.

## 3. DECLARATION OF INTENTION

In accordance with article 15, § 2 of the Royal Decree of November 8, 1989, the Board of Directors has invited each of its members to make public their intentions as well as the intentions of the shareholders whom they in fact represent as to the sale of their shares in the framework of the offer by Fortis AG.

Subsequently, the attending directors have unanimously declared that the shareholders whom they in fact represent as well as they themselves will contribute their shares to the offer by Fortis AG. In total, these declarations concern 198,936 shares (after deduction of the shares held by the Société Générale de Belgique S.A., the company Mutuelle Solvay and Union Financière Boël S.A., which have already committed themselves to contribute such shares to Fortis AG under the sole condition precedent of approval of the operation by the European competition authorities).

The Board of Directors establishes that the articles of association of the company do not contain any pre-approval clause, nor a pre-emption right, and that, accordingly, no intention needs to be announced as to the possible application thereof.

Summary of the opinion issued following the increase of the public offer of exchange of Fortis Works Council of June 10, 1998

The aggregate of the trade unions render a negative opinion in respect of the Public Offer of Exchange of Fortis.

The main reasons justifying this opinion are:  
- the refusal of any form of merger;  
- the fear that the increase of the price to be paid by Fortis will have a negative impact on the personnel, since the integration of the banks and the cutting of personnel costs will have to be accelerated;

- the use of the poison pill and the apparent division within the Board of Directors;  
- the lack of clarity as to the social plan and business plan.

In a spirit of economic realism, the ACAMO, on its part, renders a favourable opinion on the public offer of exchange by Fortis, but has substantial reserves as far as the impact of the operation on employment is concerned. In addition, it regrets the qualification of the competing offer as hostile."

The prospectus about the offer is available at the following financial institutions:  
In Belgium: ASLK-CGER Bank, Générale de Banque/Generale Bank, Banque Bruxelles Lambert, Bank Brussel Lambert, KBC Bank, Petercam aux Pays-Bas: Generale Bank Nederland, Messierian N.V., VSB Bank  
au Grand Duché de Luxembourg: Banque Générale du Luxembourg, Fortis Bank Luxembourg  
en France: Banque Parisienne de Crédit, Banque Régionale du Nord

Fortis AG, public company incorporated with limited liability  
Boulevard Emile Jacqmain 53  
1000 Brussels  
Belgium  
R.C.: Brus. 1811



FORTIS

Solid partners flexible solutions

## MANAGEMENT &amp; TECHNOLOGY

## GROWING BUSINESS DEFENCE OF THE HOME MARKET

# When rivalry turns friends into foes

Peter Marsh looks at how Bruderer, the Swiss machine tool company, is fighting back against Japanese competition

Company divorces are painful enough without the former partners getting into bed with each other's friends.

This is the tale of two collaborators in the international machine tool industry who decided to go their separate ways, and the strains that then appeared. The battle shows the type of tactics deployed by rivals in niche businesses with global ambitions in this industry worth about \$40bn a year.

For 13 years, Bruderer of Switzerland and Aida Engineering of Japan, both leaders in high-speed press machines for industries such as electronics, got on well. Aida made machines under licence for Bruderer in the fast-growing south-east Asian market, with Bruderer's name on the finished product.

The agreement ended, amicably enough, in 1996. The privately owned Swiss company decided to take full control of its operations in the region, selling machines made to its own plants in Switzerland and the US.

At about the same time, Aida decided to expand in Bruderer's "home" territory of Europe - where the Swiss company has some 60 per cent of the market - through the takeover of a UK machine tool company.

Now that Aida is actively

wooing Bruderer's European customers, Bruderer is feeling the heat. The Swiss company has responded with its own marketing drive in Japan and the rest of south-east Asia. It plans to upgrade its large installed base of Bruderer machines with new components.

Markus Bruderer, chairman and part-owner, says his new push in this part of the world is based not least on the need to distract Aida from its attempts to build strength in Europe. Mr Bruderer's brother Adrian is production director and also owns part of the company, while the other shareholder is the Bruderers' sister.

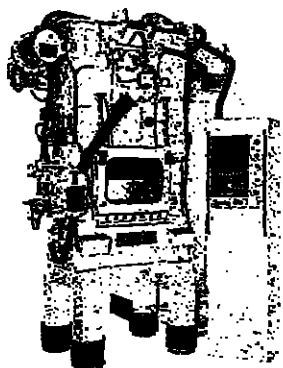
The niche both companies

are competing in is high-speed presses, which stamp out tiny parts with micrometre accuracy at up to 1,500 a minute. Total global sales in this sector are estimated at \$300m a year. The machines are electronically controlled and require very precise mechanical engineering skills, similar to those used to make high-performance diesel engines.

Only a few companies - including Yaskadaidob of Japan, Minster of the US and Mabu of Germany - have the technology to make these machines. But they produce some of the essential components for goods such as mobile phones, cars and domestic appliances.

**'I'm far more concerned about the Japanese [press machine makers] than the Germans. When the Japanese do something, they fight very tenaciously'**

Markus Bruderer



Automatic punching press

In the small world of high-speed stamping, most suppliers know each other's strengths and weaknesses almost as well as they know their own. As a result, winning orders is as much about stopping your competitors getting a look in on a new contract - by undercutting on price or coming out with a better design - as finding out about a new contract.

Mr Bruderer, whose company was started by his father in 1945 and has annual sales of about \$90m, explains that Aida's attempt to expand in Europe is a serious threat to the dominance of his own company in the region. "I am far more concerned about the Japanese [press machine makers] than the Germans. When the Japanese do something, they fight very tenaciously."

As for Aida, whose sales include other types of presses besides the high-speed variety for electronics parts, its revenues are roughly three times larger than those of its Swiss rival. Its size could make it a tough competitor to Bruderer in Europe.

Two years ago, the publicly quoted Aida embarked on its European expansion by buying Bliss, a UK-based machine tool maker. Bliss had previously been part of a bigger US group but had fallen on hard times and was in the hands of the receiver. However, Aida spotted that it would provide the basis



Markus (left) and Adrian Bruderer: their attempt to stave off the Japanese challenge is based on using their knowledge of market trends

for the company's first production effort in Europe. The Japanese company is now spending \$5m on a new assembly plant at Derby in the UK and recruiting sales staff around the Continent. It has set its sights on doubling its annual sales in Europe to about \$36m by early next decade, based on UK production and also imports from Japan.

Bruderer's attempt to stave off the Japanese challenge in Europe is based on

using its knowledge of market trends - such as how much suppliers will pay for a new machine to do a specific stamping job - to price its own machines lower than those of Aida. It will also step up its servicing operations to keep existing machines running smoothly. The latter is crucial as many customers require their presses - which can cost up to \$500,000 - to run almost 24 hours a day.

In the Asia-Pacific region,

Bruderer aims to increase its meagre 8 per cent share of the high-speed press market to about 15 per cent over the next few years. Bruderer has 2,000 of its own machines installed in the region, most of them built through the alliance with Aida. It plans to base a team of 40 engineers in the area, to persuade existing users of Bruderer machines to improve them with new parts or to buy a new system.

The parting from Aida

means Bruderer has had to raise its game. "It is hard work, but we are gradually achieving our targets [in the region]," says Markus Bruderer. As for Europe, the company is putting more effort into research and development - particularly on software, which occupies seven of its 50-strong development group. "The Japanese are snapping at our heels, but we think they are still some way behind," says Markus Bruderer.

## MANAGEMENT CHANGE AT C&amp;J CLARK

## Why one size does not fit all in US

Drastic reforms have revived the shoemaker's fortunes, says William Lewis

For generations of children forced by parents to dress sensibly for school the unthinkable is happening: Clarks shoes are cool.

The company's "Wallabies" are the chosen footwear for the Verve rock band on the cover of their latest album; Clarks desert boots, meanwhile, are worn by UK band Oasis.

There have been changes, too, for shareholders of the privately owned, UK-based C&J Clark, manufacturer and retailer of the shoes.

Under the leadership of Timothy Parker, appointed chief executive in 1996, and Roger Pedder, who became chairman in 1993, Clark has returned to financial health, taken a lead position in the UK shoe market and is now focused on achieving rapid international expansion.

Following factory closures and staff cuts announced in 1996, Clark reported pre-tax profits of \$25m (\$57.4m) for the year to January 31 1998, against losses of \$408,000 the previous year - including the \$20.4m cost of closing a number of factories. For years shareholders have been squabbling about whether Clark should remain a private company or float on the London Stock Exchange. Mr Parker and Mr Pedder are conducting a review which could lead, within two years, to the board recommending to shareholders that a flotation takes place.

Nowhere is the change at

the company more evident than at Clark's North American operations, previously based in Philadelphia and now headquartered in Boston, Massachusetts. Things had got so bad that Mr Parker wrote in Clark's annual report for the year ending January 31 1996 that the wholesale operation of Boston, the US shoe company it acquired in the early 1990s, had had "a disastrous year".

Mr Pedder added that "profits effectively collapsed" in the US due to "a combination of over-

**'We were buying shoes from English factories and trying to sell them here'**

optimism, poor marketing and a failure to control the sales function". In the year to January 31 1996, the US operations achieved a trading profit of just \$700,000 compared with \$2.6m in the previous year.

Looking back, Mr Pedder says the problems were due in part to the management structure in the US. Clark had three US shoe businesses: Bostonian, Hanover and Clarks England. In the early 1980s, Bostonian was merged with Hanover, another shoe wholesale, retail

and manufacturing operation. But Clark's England, the direct offshoot of the UK business, was kept separate. Bob Infantino, who had been managing the Clarks England retail, wholesale and manufacturing operations, was appointed at the end of 1995 to head a new grouping known as the Clarks Companies North America. Clarks England, Bostonian and Hanover now report directly to him.

A loss-making shoe factory in Pennsylvania has been shut, the company's headquarters moved to Boston and while the Bostonian and Clarks England brands continue to be marketed separately, some of the traditional features of Clarks shoes are being incorporated into the Bostonian shoe range, and vice versa. Several of the company's loss-making stores have been replaced by outlets with livelier interiors to appeal to a younger market. The shoes have been redesigned, with the US staff given the freedom to develop their versions of traditional Clarks shoes.

The company no longer focuses on exporting to the US shoes that were designed for the UK market. Clark North America's designs reflect the facts that shoes are worn more tightly in the US compared with Europe and that the average size is also larger. While Clark-owned stores and others are still selling traditional Clarks shoes, US sales are increasingly coming from ranges adapted to US tastes.

"We were an organisation



buying shoes from English factories and trying to sell them here," Mr Infantino says.

The changes helped Clark North America achieve profits of \$10.98m in the year to January 31 1998, more than doubling the figure of the year before. Sales, at \$157.6m, were up by 14 per cent.

Unlike in the UK, where Clark is primarily a retail operation, the success achieved in the US has derived mainly from the rapid growth of Clarks and Bostonian wholesale businesses. Questions remain about the profitability of the US retail portfolio and there are plans to prune the number of Hanover stores, while increasing the number of Bostonian and Clark stores.

"I would like to see 60 per cent of sales overseas within five years," Mr Pedder says. With non-UK sales currently

at 40 per cent of overall sales last year, that implies rapid growth both in the US and Clark's operations in east Asia and Australia. Mr Pedder describes the ambition as his "legacy" and wants to see a 50-50 split between UK and non-UK by 2000.

To achieve this, he says, Clark is moving to a more flexible structure, with a "loose holding company with a big UK base that is primarily a retailer, and a worldwide organisation based on wholesale marketing companies". He describes the linking features between the various regional companies as common ownership, a common brand and a common set of brand ethics.

"We want to be the number one branded casual footwear company in the world," Mr Pedder says. "It does not matter if the shoes look or feel different if the linkages are intact."



JOHN W. HUNT ADVISES

## Escape from the shock of the new

The perils of change could be reduced with the help of a simple checklist

Dear Professor Hunt, I am a manager of a division of a big multinational. Over the past five years, I have attended three courses on managing change. I have not found them of great value in my day-to-day work. Complex theories are presented that have little or nothing to do with problems I face. Can you suggest a simple model or approach that anyone involved in managing change could use?

When it comes to change management there are so many propositions and techniques available that the whole change "market" can be intimidating. Here is an attempt to provide the simple model you are seeking.

There are two obvious areas of difficulty. First, conceptualising one's organisation in a different shape or structure - or which different processes - requires particular skills of imagination and of abstraction. My experience is that such skills are possessed by only a small percentage of the working population.

Second, in so many areas of change management there is almost nothing to see - unlike, say, the building of a house or the writing of a new computer program.

In the 1970s, the now-disbanded Philips technical department in Eindhoven, the Netherlands, attempted to address this, and instructed those involved in change management to start the process by planting tulips in a window box at work. The purpose was simple: to provide employees with tangible evidence of the process of change, mirroring that taking place within the organisation. I use a similarly simple model to assess the chances of success of those projects with which I am involved.

The model has five components: pressure for change; leadership and direction; capable people; the first steps; and effective rewards. If any one of these is missing, there is a greater probability that the project will fail. But how do these components impact on the process of change management?

Pressure for change can come from within a

company or from outside. Most successful change programmes depend on external sources of pressure - for example, competitors, predators, government regulators, customers and clients.

Interdepartmental feuds, interdivisional competition and senior management demands can all bring internal pressure to bear and trigger change. Without pressure, the change will not occur. If the pressure does not hurt enough the change is likely to be little more than a theoretical exercise.

There were many examples of the latter in the UK during the 1970s. Considerable sums of money were spent by large, bureaucratic organisations - public and private sector - in an attempt to change the values and attitudes of employees. The aim was to plan.

As you take the first steps on the road to change, remember that introducing change always involves more resources - people, money, information or data - and all resources have cost implications.

Finally, change is a learning process. It involves people learning to behave in different ways, and for this process to work, there must be some motivation to encourage them to make the change successfully. Ask yourself why these people should learn to behave in different ways. What is in it for them individually and collectively?

One reward might be to eliminate the possibility of dismissal, to remove the fear factor. More positive would be to challenge and provide excitement for the individual. Another approach is to give an individual or group more control over their activities.

Like all models for understanding the introduction of change in modern organisations, this one is inadequate. However, it does provide a checklist. If any one of the five components outlined above is missing, I suggest you retreat.

John W. Hunt is Professor of Organisational Behaviour at London Business School and a consultant to private and public sector clients. This column appears fortnightly.

## TECHNOLOGY WORTH WATCHING

### Algorithms may signal cancer breakthrough

Accurate protein analysis is crucial for many branches of cancer research. New mass spectrometry instruments introduced in the early 1990s have made it possible to analyse minute amounts of proteins. The snag is that it is time-consuming and difficult to analyse the data accurately.

The Imperial Cancer Research Fund, the UK charity, is working with consultants from EDS, the information technology group, to develop sophisticated signal-processing algorithms to help with the analysis. It is working on algorithms

originally developed for military use during the cold war to help process radar or sonar signals. As well as speeding up and simplifying the sequencing processing, the algorithms may also make the analytical technique more sensitive. That may allow researchers to detect and classify proteins at far lower concentrations than previously possible, opening up new lines of experimentation in cancer research.

EDS: UK, tel (0)1884 894449; http://www.eds.com

### Better methanol fuel cell process

Fuel cells that convert methanol into electricity are potentially a practical and

environmentally friendly source of power. Now their performance has been dramatically improved by a complex new catalyst, according to a report in last week's Science magazine.

The usual problem with using methyl alcohol or methanol in fuel cells is that its oxidation in the cell poisons the catalytic electrode surface. Using a new technique for making and testing hundreds of different catalysts at the same time, researchers at Penn State University and the Illinois Institute of Technology came up with a combination of four elements. The new catalyst - containing platinum, ruthenium, cerium and iridium - performed between 40 per cent and 100 per cent

better than the platinum-ruthenium alloy that was previously the best-known catalyst for methanol fuel cells. Penn State: US, tel 814/8638403; e-mail tom@chem.psu.edu

### Bacteria to clean up contaminants

Australian scientists are testing an improved technique for applying bioremediation to pollution problems. The researchers from CSIRO, the national research organisation, are treating groundwater contaminated with a common pesticide called atrazine in Perth. Bacteria are injected into

the leading edge of the plume of the contaminant so it can break down the chemical and halt it.

The bacteria will then be circulated, maintaining its potency.

Although atrazine breaks down naturally when close to the surface of water, that does not happen when it is 15m below the surface and immersed in water that lacks oxygen.

The researchers chose a bug discovered by an Israeli scientist. The bacteria, called *Pseudomonas citronellolis*, converts the atrazine to carbon dioxide. CSIRO: Australia, tel 853336306; http://www.csiro.au/

Vanessa Houlder

JAVICO 150



## EURO PRICES

## CURRENCIES & MONEY

### ET SYNTHETIC FIBER RATES

8.60 to Ecu 179.40. That helped the alcoholic beverages sector in which it is classified put on 4.82 per cent.

Extractive industries, a sector which has fallen sharply in recent weeks, rose 5.91 per cent, with Rio Tinto up Ecu 0.50 at Ecu 10.73 and Billiton Ecu 0.20 higher at Ecu 2.06.

Chemicals rose 2.74 per cent, with Hoechst Ecu 1.70 ahead at Ecu 42.28 and Solvay up Ecu 3.10 at Ecu 72.47. Bayer rose Ecu 2.20 to Ecu 45.32.

Electronics and electricals rose 2.99 per cent, with Ericsson B.M. up Ecu 1.30, at

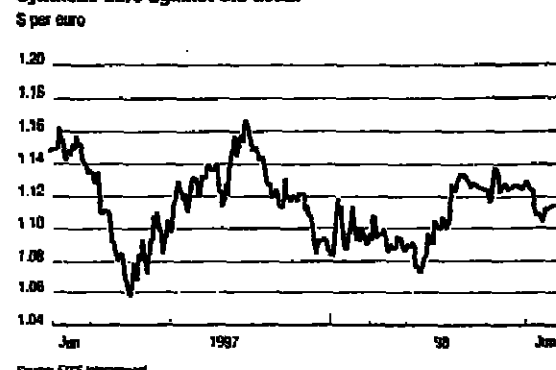
meanwhile information technology put on 3.94 per cent and telecommunications 2.69 per cent.

Automobiles put on 2.81 per cent, with Volkswagen jumping Ecu 40.40 to Ecu 689.69, apparently helped by a positive investment bank report on the company and by its recent acquisitions.

Declining sectors included support services and construction. Leisure and hotels also dipped, with France's Accor gaining but the three UK constituents of the sector - Granada, Ladbroke and Rank - all falling.

### ET SYNTHETIC FIBER RATES

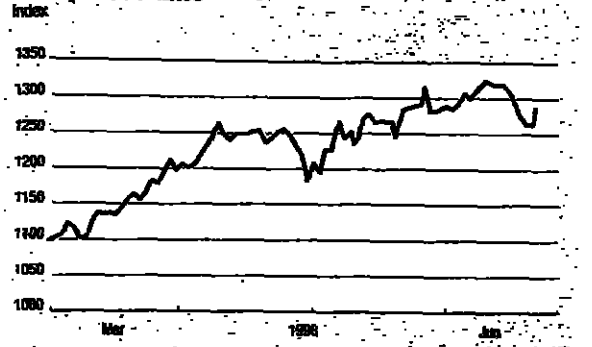
### Synthetic Euro against the dollar



## EUROZONE CURRENCY CONVERGENCE

Statistical conversion rates against the D-Mark							
Jan 77	Fixed rate	Market rate	Diff. (not in %)	Week ago	Forecast rate	Forecast rate	Diff. (not in %)
Austria	7.03952	7.0381	-0.01	+0.01	7.0398	3.77	+0.00
Belgium	20.6255	20.6285	+0.01	+0.04	20.6375	3.78	+0.00
France	2.35386	2.3531	-0.02	-0.02	2.3535	3.72	+0.00
Finland	9.04001	9.0398	-0.05	-0.22	9.0403	3.83	+0.01
Germany	0.403576	0.3889	-1.46	+0.05	0.4017	6.01	+0.00
Greece	250.922	250.92	-0.02	-0.02	989.2967	4.78	+0.00
Luxembourg	20.6255	20.6285	+0.01	+0.04	20.6375	3.78	+0.00
Netherlands	12.1276	12.1274	-0.05	+0.04	12.1272	3.67	-0.00
Portugal	102.525	102.511	-0.01	-0.08	102.645	3.28	+0.00
Spain	85.571	84.952	-0.62	-0.02	85.9593	2.79	+0.00
Switzerland	7.03952	7.0381	-0.01	+0.01	7.0398	3.77	+0.00

Source: The Wall Company. Fixed rates are bilateral rates agreed by E3 May 2/3; forward rates are exchange rates to 31/12/98 interpolated from market quotes; forward interest rates are those implied by these forward exchange rates; Diff int rates = DEA are differentials between implied forward interest rates and the DEM forward interest rate for 31/12/98; DEM forward interest rate for 31/12/98 is calculated by interpolation between published BBA short-term loans.

**Eurotop 300 Eurobloc**

### FTSE Actuaries Share Indices

June 17	Index	Day's %	Change points	Yield	30 day yield	Total return (%)
FTSE Eurotop 300	1231.79	+1.94	+23.47	2.11	18.79	1258.82
FTSE Eurotop 100	2827.33	+2.21	+61.21	2.13	20.85	1008.08
FTSE Euro100	1030.82	+1.94	+19.50	1.75	8.18	1040.08

■ **THREE MONTH EURO FUTURES (LFFE)** Escal'm points of 100%

	Open	Sett price	Change	High	Low	Est. vol	Open int.
Sep	95.795	95.765	-0.010	95.770	95.750	889	15429
Dec	95.995	95.985	-0.020	95.995	95.960	419	7282
Mar	95.920	95.905	-0.035	95.820	95.905	33	4824
Jun	95.800	95.785	-0.030	95.800	95.785	8	1978

**IN THREE MONTH EURO OPTIONS (LIFE) Ecm1m points of 100%**

Strike Price	CALLS				PUTS			
	Jul	Aug	Sep	Dec	Jul	Aug	Sep	Dec
99875	0.005	0.020	0.035		0.115	0.130	0.145	
99900	0	0	0.010	0.120	0.235	0.235	0.245	0.135

**■ FTSE EUROTOP 100 INDEX FUTURES (LFFE) Ecu20 per full index point**

	Open	Sett price	Change	High	Low	Est. vol	Open Int.
Jan	2800.0	2825.0	+25.0	2890.0	2800.0	427	1117
Sep	2834.0	2853.0	+19.0	2928.0	2824.0	427	180
Dec	-	2858.0	+5.0	-	-	0	123

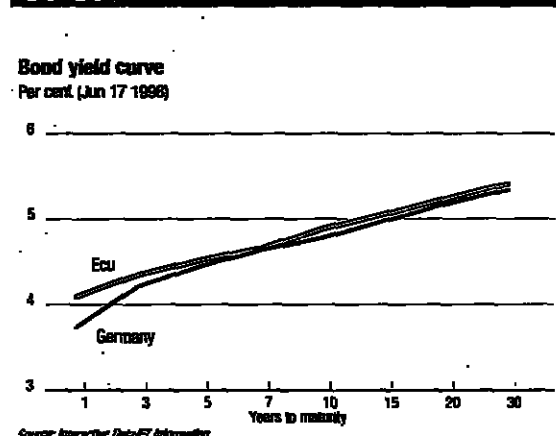
## ■ BIRD STYLE FTSE EUROTOP 100 INDEX OPTION (AEQ) €ca10 per index point.

2725		2750		2775		2800		2825		2850		2875		2900	
G	P	G	P	G	P	G	P	G	P	G	P	G	P	G	P
97	2	74	3	50	5	29	10	13	20	6	38	3	61	3	86
147	44	120	51	113	58	87	68	82	78	89	81	58	104	48	119

## OTHER INDICES

	Jan 17	Jan 18	Jan 15	1995		Since completion	
				High	Low	High	Low
DJ Since 50	3228.35	3252.86	3238.98	3428.85	2574.51	3428.85	2576.42
EW Since Star 50	3230.55	3259.08	3252.91	3443.76	2462.81	3443.76	2665.52
MSX Ercote	1217.21	1197.18	1191.73	1256.03	680.50	1256.03	510.78

## BONDS

**EUROZONE CORPORATE BONDS**[illegible]

### GOVERNMENT BOND SPREADS vs ECU

Jan 77	2 yrs	5 yrs	7 yrs	10 yrs	20 yrs	30 yrs
Belgium	-0.04	-0.00	-0.07	-0.01	-0.05	-
Denmark	-0.06	-0.04	-0.09	-0.06	-0.04	-
Finland	-0.11	-0.08	-0.10	-0.05	-0.29	-
France	-0.13	-0.06	-0.06	-0.04	-0.25	-
Germany	-0.15	-0.07	-0.03	-0.11	-0.11	-
Italy	-0.02	-0.12	-0.13	-0.15	-0.14	-
Japan	-0.29	-0.24	-0.21	-0.17	-0.14	-
Luxembourg	-0.07	-0.14	-0.29	-0.08	-0.04	-
Netherlands	-0.11	-0.03	-0.02	-0.06	-0.06	-
Portugal	-0.16	-0.16	-0.10	-0.15	-0.28	-
Spain	-0.08	-0.11	-0.14	-0.13	-0.20	-
United Kingdom	-0.14	-0.18	-0.18	-0.11	-0.03	-
Denmark	-0.14	-0.18	-0.18	-0.11	-0.03	-
Greece	+0.86	+4.41	+3.50	+2.77	+2.43	-
Sweden	+0.15	+0.15	+0.18	+0.11	+0.13	-

### EUROZONE CREDIT SPREADS vs ECB

Jan 17	S & P rating	Red date	Company	Currency code	Spread	Syn spread year	Syn spread month
KFWE	AAA	1/1/09	5,000	DEM	+0.03	+0.00	+0.00
Finance Telecom	AAA	01/06	6,250	FRF	+0.15	+0.14	+0.14
BNP	AA	07/07	5,625	DEM	+0.20	+0.17	+0.17
BNP Paribas	AA	07/07	5,500	DEM	+0.19	+0.21	+0.21
Bayern Hypo Wk	AA	02/02	6,750	ITL	+0.22	+0.21	+0.21
Order Pender	A	03/03	7,250	DEM	+0.36	+0.37	+0.37
Thomson-Borgelink	A	05/04	6,375	FRF	+0.36	+0.37	+0.37
Generale del Est	BBB+	02/04	4,500	FRF	+0.28	+0.30	+0.30
Bank of China	BBB	07/09	7,125	DEM	+0.71	+0.64	+0.61
Red Sky Hongkong	BBB-	05/01	9,000	ATS	+0.62	+0.51	+0.50
Nomads Bank	B+	11/01	3,500	FRF	+0.59	+0.45	+0.44

Source: International Data Corporation. \*Table shows only issues in the "B" category. Issues in the "B" category are shown in bold. Issues in the "B" category are shown in bold. Issues in the "B" category are shown in bold.

## ETSE EURATOR 300

[illegible]

APN-AMPO

***"If most European fixed income managers become net sellers of government bonds, where will the net buyers come from?"***

1. *Journal of the American Medical Association*, 1997; 277: 1033-1036.

**You'll get more insights from ABN AMRO.**

## Moody's issues further negative report on Japan

**The British Bankers' Association** is to strike a new blow in the battle to establish the dominant set of euro interest rate benchmarks with the launch of a new series of rates for repos.

The BBA's Libor rates for unsecured interbank lending are being challenged by the rival Euribor rates. The new indices will be published for sterling and D-Marks, with the D-Mark rate changing into a euro rate.

Secured lending is growing rapidly, with repo rates typically five basis points lower

The issue was priced to yield 90 basis points over the January 2008 bund, a level bankers said was tighter than US domestic deals.

Jan 17	Jan 16	Company	S & P	Jan 16	Jan 15	Jan 14	Jan 13	Jan 12	Jan 11	Jan 10	Jan 09
<b>UK EUROPE</b>											
BSI	02/07	5,750	AAA	106,000	4.88	+0.06	-0.16	-0.06			
Spinn	07/07	5,750	AA	105,800	4.92	+0.06	-0.19	-0.10			
Platt Mowle	01/04	3,375	A	102,398	4.88	+0.05	-0.30	-0.20			
Platford FPN	09/02	5,825	AA	106,795	5.08	+0.03	-0.18	-0.49			
<b>US EUROPE FPN</b>											
Auriga	02/04	5,825	AAA	104,210	4.62	+0.04	-0.16	-0.05			
Albany Nat	02/04	6,000	AA	106,030	4.74	+0.04	-0.13	-0.11			
Crest Frontier	02/04	9,125	A	120,710	4.54	+0.04	-0.12	-0.37			
12CF FPN	12/01	3,833	AA-	98,756	4.16	+0.04	-0.11	-0.13			
<b>UK EUROPE LINK</b>											
BSI	02/07	7,000	AAA	113,560	5.02	+0.01	-0.17	-0.62			
Albany Nat	02/07	8,800	AA	109,380	4.73	+0.03	-0.08	-0.10			
West London	09/03	8,056	A	107,300	4.71	+0.01	-0.14	-0.17			
BSI FPN	03/01	4,892	AAA	100,724	4.35	+0.01	-0.10	-0.23			
<b>UK EUROPE</b>											
BSI	12/07	7,825	AAA	109,615	6.34	-0.16	-0.02	+0.32			
BSI Dresdner Bk	12/07	7,750	AA-	106,978	6.73	-0.11	-0.02	+0.81			
British Gov	02/02	7,625	A+	99,940	7.63	+0.22	-0.06	+0.58			
Albany Nat FPN	02/02	7,650	AA	99,916	6.57	-0.19	-0.36	+0.11			
<b>US EUROPE</b>											
BSI	04/07	7,250	AAA	108,700	5.95	-0.11	-0.09	+0.43			
ABN Amro	06/07	7,125	AA-	105,354	6.33	+0.08	-0.08	+0.81			
Chubb	01/04	7,000	A+	105,196	6.21	+0.06	-0.11	+0.89			
Clayton FPN	02/04	5,754	A+	100,265	5.50	+0.08	-0.21	-0.03			
<b>UK EUROPE</b>											
Banc L-Bk	09/04	8,500	AAA	119,255	5.69	-	-0.05	+0.17			
Toronto	05/04	8,200	AA+	113,923	6.67	-	-0.05	+0.15			
Bell Canada	07/09	10,625	AA	104,863	5.67	-0.01	-0.01	+0.96			
Deutsche Bk FPN	02/02	5,875	AAA	100,330	5.65	-0.01	+0.07	+0.17			
<b>US EUROPE</b>											
World Bank	03/02	3,250	AAA	116,2216	0.84	+0.04	+0.08	+0.16			
Bank of Montreal	03/02	5,750	AA	116,800	0.85	+0.02	+0.06	+0.11			
Crest Frontier	07/08	4,750	A	113,740	1.30	+0.04	+0.02	+0.62			
Italy FPN	08/02	0.711	AA	100,278	0.12	-	+0.04	-0.13			

London listing

Standard & Poor's ratings. Yields: Total (annual constant) (annualized) basis.

Source: Interchange (GBP) information

**UK Indices**

	- Low coupon yield -			- Medium coupon yield -			- High coupon yield -		
	Jan 17	Jan 16	Jan 15	Jan 17	Jan 16	Jan 15	Jan 17	Jan 16	Jan 15
5.38	6.21	7.06	8.44	6.28	7.10	8.42	6.23	7.16	
6.56	6.48	7.16	8.72	5.80	7.21	8.61	5.68	7.18	
5.50	6.41	7.20	5.85	5.54	7.22	5.78	5.66	7.18	
3.76	5.80	7.39							

	- Inflation 5% -			- Inflation 10% -		
	Jan 17	Jan 16	Jan 15	Jan 17	Jan 16	Jan 15
5 yrs	3.10	3.05	3.89	2.40	2.45	2.92
10 yrs	2.63	2.57	3.61	2.42	2.40	3.47

Panel laborer										Panel laborer									
145.00										148.11									
146.78										146.78									
148.00										148.00									
148.33										148.33									
148.76										148.76									
149.32										149.32									
150.00										150.00									
150.76										150.76									
151.61										151.61									
152.56										152.56									
153.61										153.61									
154.76										154.76									
156.00										156.00									
157.33										157.33									
158.76										158.76									
160.25										160.25									
161.80										161.80									
163.41										163.41									
165.08										165.08									
166.81										166.81									
168.60										168.60									
170.45										170.45									
172.36										172.36									
174.33										174.33									
176.36										176.36									
178.45										178.45									
180.60										180.60									
182.81										182.81									
185.08										185.08									
187.41										187.41									
189.80										189.80									
192.25										192.25									
194.76										194.76									
197.33										197.33									
200.00										200.00									
202.73										202.73									
205.51										205.51									
208.36										208.36									
211.25										211.25									
214.20										214.20									
217.21										217.21									
220.28										220.28									
223.41										223.41									
226.60										226.60									
229.85										229.85									
233.16										233.16									
236.53										236.53									
240.00										240.00									
243.53										243.53									
247.12										247.12									
250.77										250.77									
254.48										254.48									
258.25										258.25									
262.08										262.08									
265.97										265.97									
269.92										269.92									
273.93										273.93									
278.00										278.00									
282.13										282.13									
286.32										286.32									
290.57										290.57									
294.88										294.88									
299.25										299.25									
303.68										303.68									
308.17										308.17									
312.72										312.72									
317.33										317.33									
322.00										322.00									
326.73										326.73									
331.51										331.51									
336.36										336.36									
341.25										341.25									
346.20										346.20									
351.21										351.21									
356.28										356.28									
361.41										361.41									
366.60										366.60									
371.85										371.85									
377.16										377.16									
382.53										382.53									
387.96										387.96									
393.45										393.45									
398.99										398.99									
404.59										404.59									
410.25										410.25									
415.96										415.96									
421.73										421.73									
427.56										427.56									
433.45										433.45									
439.40										439.40									
445.41										445.41									
451.48										451.48									
457.61										457.61									
463.80										463.80									
470.05										470.05									
476.36										476.36									
482.73										482.73									
489.16										489.16									
495.65										495.65									
502.20										502.20									
508.81										508.81									
515.48										515.48									
522.21										522.21									
529.00										529.00									

11.16	-1.07	10.09	2.96	2.07	2.71	-1.5	1.93	1.65
10.01	-1.02	8.99	2.96	2.07	2.71	-1.5	1.93	1.65
8.99	-1.02	7.97	2.96	2.07	2.71	-1.5	1.93	1.65
7.97	-1.02	6.95	2.96	2.07	2.71	-1.5	1.93	1.65
6.95	-1.02	5.93	2.96	2.07	2.71	-1.5	1.93	1.65
5.93	-1.02	4.91	2.96	2.07	2.71	-1.5	1.93	1.65
4.91	-1.02	3.89	2.96	2.07	2.71	-1.5	1.93	1.65
3.89	-1.02	2.87	2.96	2.07	2.71	-1.5	1.93	1.65
2.87	-1.02	1.85	2.96	2.07	2.71	-1.5	1.93	1.65
1.85	-1.02	0.83	2.96	2.07	2.71	-1.5	1.93	1.65
0.83	-1.02	-0.19	2.96	2.07	2.71	-1.5	1.93	1.65
-0.19	-1.02	-1.17	2.96	2.07	2.71	-1.5	1.93	1.65
-1.17	-1.02	-2.15	2.96	2.07	2.71	-1.5	1.93	1.65
-2.15	-1.02	-3.13	2.96	2.07	2.71	-1.5	1.93	1.65
-3.13	-1.02	-4.11	2.96	2.07	2.71	-1.5	1.93	1.65
-4.11	-1.02	-5.09	2.96	2.07	2.71	-1.5	1.93	1.65
-5.09	-1.02	-6.07	2.96	2.07	2.71	-1.5	1.93	1.65
-6.07	-1.02	-7.05	2.96	2.07	2.71	-1.5	1.93	1.65
-7.05	-1.02	-8.03	2.96	2.07	2.71	-1.5	1.93	1.65
-8.03	-1.02	-9.01	2.96	2.07	2.71	-1.5	1.93	1.65
-9.01	-1.02	-9.99	2.96	2.07	2.71	-1.5	1.93	1.65
-9.99	-1.02	-10.97	2.96	2.07	2.71	-1.5	1.93	1.65
-10.97	-1.02	-11.95	2.96	2.07	2.71	-1.5	1.93	1.65
-11.95	-1.02	-12.93	2.96	2.07	2.71	-1.5	1.93	1.65
-12.93	-1.02	-13.91	2.96	2.07	2.71	-1.5	1.93	1.65
-13.91	-1.02	-14.89	2.96	2.07	2.71	-1.5	1.93	1.65
-14.89	-1.02	-15.87	2.96	2.07	2.71	-1.5	1.93	1.65
-15.87	-1.02	-16.85	2.96	2.07	2.71	-1.5	1.93	1.65
-16.85	-1.02	-17.83	2.96	2.07	2.71	-1.5	1.93	1.65
-17.83	-1.02	-18.81	2.96	2.07	2.71	-1.5	1.93	1.65
-18.81	-1.02	-19.79	2.96	2.07	2.71	-1.5	1.93	1.65
-19.79	-1.02	-20.77	2.96	2.07	2.71	-1.5	1.93	1.65
-20.77	-1.02	-21.75	2.96	2.07	2.71	-1.5	1.93	1.65
-21.75	-1.02	-22.73	2.96	2.07	2.71	-1.5	1.93	1.65
-22.73	-1.02	-23.71	2.96	2.07	2.71	-1.5	1.93	1.65
-23.71	-1.02	-24.69	2.96	2.07	2.71	-1.5	1.93	1.65
-24.69	-1.02	-25.67	2.96	2.07	2.71	-1.5	1.93	1.65
-25.67	-1.02	-26.65	2.96	2.07	2.71	-1.5	1.93	1.65
-26.65	-1.02	-27.63	2.96	2.07	2.71	-1.5	1.93	1.65
-27.63	-1.02	-28.61	2.96	2.07	2.71	-1.5	1.93	1.65
-28.61	-1.02	-29.59	2.96	2.07	2.71	-1.5	1.93	1.65
-29.59	-1.02	-30.57	2.96	2.07	2.71	-1.5	1.93	1.65
-30.57</								

[illegible]

هكذا من اجل





## COMMODITIES &amp; AGRICULTURE

## Steep fall in diamond sales by De Beers

By Kenneth Gooding, Mining Correspondent

De Beers yesterday reported a steep fall in its diamond sales in the first half but insisted it had averted a potential collapse in prices caused by Asian economic turmoil.

The South African group, which accounts for two-thirds of trade in rough, uncut, diamonds, said it had deliberately held back supplies to the cutting industry. Consequently, sales by its London based Central Selling Organisation, which organises the international diamond marketing cartel, dropped by 41 per cent to \$1.7bn.

This was slightly ahead of expectations. Michael Coulson, head of global mining at Paribas, said no big increase in second-half sales could be expected and the full-year figure would be about \$4.1bn against \$4.6bn for 1997. If that was achieved, De Beers would have full-year earnings per share of \$2.61 against \$2.75 for 1997.

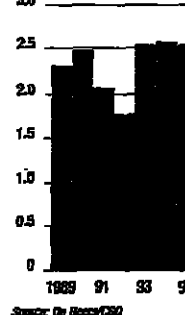
De Beers said: "The policies adopted by the CSO over the last 12 months have enabled the diamond industry to adjust to the problems of south-east Asia without the pricing consequences that have affected other commodities and which would have both impacted adversely on the financial structure of the industry and been damaging to consumer confidence in diamonds."

These policies had enabled cutting centres to run down their stocks of rough and polished diamonds, which were now about \$1bn lower than at this time last year.

Tim Capon, a De Beers director, said: "What gives us a great deal of confidence is that supply, out of the ground, and demand are not

CSO diamond sales

First-half figures (\$bn)



far out of balance. We saw a 3 per cent fall in the value of diamonds in jewellery last year because of Asia and expect a further 6 per cent fall this year. This is not widely removed from the 10 per cent fall in supply we expect."

De Beers had been helped by a drop in rough diamond exports from Angola and the fact that "unofficial" exports from Russia had dried up.

"We could have sold many more rough diamonds but we have had to walk a fine line between keeping the cutters occupied when rough diamonds are in short supply and the fact that there was still over-supply of polished diamonds. We are trying to manage down stocks without causing a speculative bubble for rough diamonds," said Mr Capon.

The recovery in diamond industry confidence was still fragile, De Beers said. There was strong growth in retail sales in North America, India and Europe, sales in the Gulf states, China and Taiwan were reasonable, but Japan, Korea, Thailand and Indonesia had fallen further.

Nevertheless, the CSO had increased modestly the diamonds offered for sale in its latest two "sights", or sales.

## BP says world oil stocks still rising

By Robert Corzine

World oil stocks are still rising in spite of attempts by big exporters to rein in production, according to British Petroleum.

Peter Davies, BP's chief economist, said industry expectations of oil demand growth this year continue to weaken, with the market now looking to the Organisation for Petroleum Exporting Countries to cut an additional 1m barrels a day in order to stabilise battered crude markets.

"In Asia as a whole oil demand this year is essentially zero," he said.

Dick Oliver, head of exploration and production at BP, said energy demand growth was now dependent on the continuing buoyancy of the US, European and Latin American economies.

In presenting the latest edition of BP's annual "Statistical Review of World Energy", Mr Davies said the source of the present price collapse can be traced to events last year, when a primary fuel grew above

trend, in spite of generally buoyant economic growth.

"A coincidence of negative factors pushed oil stocks to above normal levels, and the imbalance between supply and demand built throughout the year," he said.

BP said world energy consumption outside the former Soviet Union grew by only 1.5 per cent in 1997, half the rate of the previous three years.

Warmer than usual winters in Japan, Europe and the US - the three main energy consumers -

accounted for much of the slowdown. World gas consumption fell by 0.2 per cent, its first decline since 1978. Gas production fell by a similar amount.

Oil production rose 3.1 per cent, although consumption was up only 2.1 per cent to 71.7m barrels a day.

Opec members' output grew at the fastest rate since 1990, with the resumption of Iraqi oil exports. Last year, Opec's share of world production increased to 41.5 per cent, its highest level in a decade.

Mr Davies said that even though 1997 was an unusual year, longer-term trends could still be observed. Over the past decade there has been a rising supply of oil and gas, even though prices have been on a downward trend.

Until recently, oil prices had been in a \$15-\$20 a barrel range for much of the past 10 years. "Pressures are already emerging that could push them back to the \$15-\$20 range, said Mr Oliver, in a reference to Opec's efforts to cut output further.

## Forestry emerges as keystone to Latvian economic growth

Foreign investment is essential but the country's patchy environmental record must also be improved, says Greg McIvor

For generations, Latvians have viewed the forest as little more than somewhere to pick berries, hunt for mushrooms and cut firewood. But after decades of under-development, forestry is emerging as the keystone of Latvia's economy.

The decision to seek foreign bids to build a \$900m pulp mill shows the state is waking up to the resource its forests represent.

Some 42 per cent of Latvia is covered by trees, constituting one of the biggest unexploited timber sources in Europe. Forestry accounted for 36 per cent of exports in 1997, up from 24 per cent the previous year and less than 10 per cent in 1993.

Arnis Melnis, Latvia's chief state forester, says the industry's potential is enormous, but adds: "There is still a lack of understanding that forestry is now a branch of the national economy."

During the Soviet occupation, which ended in 1991, Latvia's forests, like those in neighbouring Estonia and Lithuania, were left to grow as central planners focused on agriculture.

Since then, new land rules have expanded private forest ownership and brought opportunities for entrepreneurs to buy concessions to log state-owned woodland.

Nordic forestry groups now use Baltic states as their main source of imported timber. The region accounts for three-quarters of Swedish timber imports, equivalent to more than 8m cubic metres in 1997.

This is because the volume of wood cut annually in Sweden is close to the limit of "sustainability". Without access to extra supplies, Swedish producers would find it harder to compete with their big Nordic and North American rivals.

Some 20 per cent of wood bought by MoDo, a leading Swedish forestry group, comes from the Baltics and Russia. MoDo has been present in the region for several years, both in wood procurement and paper selling.

Nevertheless, the market remains under-developed. Average annual per capita paper consumption is only about 35kg compared with 220kg in Scandinavia.

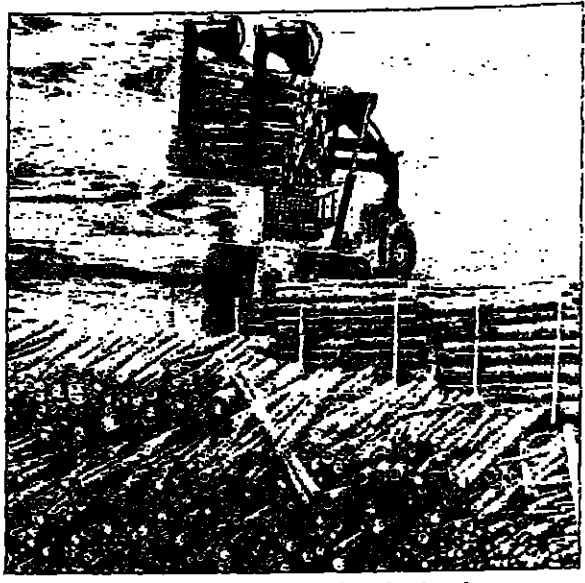
According to Enn Kuk, MoDo's Baltic sales director, regularly functioning paper mills do not exist in the region as companies lack the expertise to produce such "added value" products.

Limited amounts of Latvian pulpwood are sold abroad, as well as lesser quantities of plywood and chipboard, but exports are dominated by sawn timber.

Development hinges on foreign investment. Alone, Latvia's locally based suppliers have neither the financial clout nor the know-how to compete with big and highly specialised international producers.

"Foreign investment is essential if Latvian managers are to increase their efficiency and develop their businesses," says Mr Melnis.

Roger Gornanson, of Silva, a Finnish-Latvian logging joint venture, says: "There are too many small units in Latvia for there to be a strong wood processing industry. But the development is slowly moving towards added value products rather than bulk."



Log jam: Latvian forestry remains largely undeveloped

Achieving this will require more than just foreign investment. Latvia will also have to improve its patchy environmental record.

Faced by the threat of consumer boycotts if they endorse environmentally practices, western forestry companies and timber buyers demand increasingly strict standards.

In Latvia, sustainable forestry is the exception rather than the rule, according to Ugo Rotherberg, head of the World Wide Fund for Nature's Riga office.

Soviet-era rules penalise forest owners for adopting eco-friendly techniques.

"You get fined if you don't burn the ground after the forest is cut. Until two years ago, it was illegal to leave a single tree standing," he says.

One or two foreign buyers have already withdrawn from Latvia, unhappy at the prevalence of clear felling, while companies such as MoDo are lobbying for tighter legislation.

The government insists concerns are overdone. Says one ministry of agriculture official: "The state is interested in a maximum yield from its forest properties but our aim is to preserve biodiversity at present levels."

## Bullish US crude inventories lift prices

MARKETS REPORT

By Gary Mead

Moderately bullish US data allowed a trickle of optimism to seep into the otherwise depressed oil markets yesterday, though analysts were quick to point out that global inventories remain at unusually high levels.

The American Petroleum Institute reported a net fall of 1.1m barrels of crude oil for the week to June 12, while the US Department of Energy put the figure as high as 2.7m barrels.

However, the API also said distillate stocks rose by 2.7m to 1.32m barrels, almost 21m above the same period in 1997. The Department of Energy put total crude stocks at 3.43m barrels, 18.2m more than for the same week last year.

These undercurrents helped raise spirits on the New York Mercantile Exchange, where the July crude future opened 41 cents higher at \$12.34 a barrel.

Traders on the International Petroleum Exchange in London followed suit and the August-dated Brent contract later gained 35 cents to \$13.07 a barrel.

Meanwhile, the mood among members of the Organisation of Petroleum Exporting Countries was said to be firming in favour of fresh production cuts when they met in Vienna on June 24.

Gold strengthened on the recovery in the yen, with the London afternoon "fix" of \$390.90 a troy ounce \$2.50 above that of the morning.

The recent range-bound trading on the London Metal Exchange persisted yesterday, with the biggest loser of the day being three-month tin, which shed \$105 to close at \$5,510 a tonne. Copper put on \$13 by the end to finish at \$1.854 a pound but that was below the day's high.

## COMMODITIES PRICES

## BASE METALS

LONDON METAL EXCHANGE

(Prices from Associated Metal Trading)

All aluminium, steel purity (99.99 per cent)

Copper 3 months 1308-90

Previous 1298-97

High/Low 1308-97

AM Official 1310-11

North close 1341-42

Open int. 1344-45

Total daily turnover 287,916

Total daily turnover 111,107

All aluminium alloy (5 per cent)

Close 1215-20

Previous 1212-17

High/Low 1215-20

AM Official 1215-16

North close 1210-20

Open int. 1210-15

Total daily turnover 7,928

Total daily turnover 1,985

All lead (5 per cent)

Close 523.5-4.5

Previous 521.5-2.5

High/Low 523.5-4.5

AM Official 523.5-4.5

North close 541-42

Open int. 541-42

Total daily turnover 3,753

Total daily turnover 8,118

All zinc (5 per cent)

Close 4400-10

Previous 4425-30

High/Low 4400-10

AM Official 4400-10

North close 4440-45

Open int. 4440-45

Total daily turnover 32,303

Total daily turnover 11,929

All tin (5 per cent)

Close 6000-00

Previous 5900-40

High/Low 6000-00

AM Official 6000-00

North close 6040-50

Open int. 6040-50

Total daily turnover 5900-40

Total daily turnover 585-10

All nickel, special high grade (5 per cent)

Close 10200-21

Previous 10144-45

High/Low 10200-21

AM Official 10200-21

North close 10210-15

Open int. 10210-15

Total daily turnover 10144-45

Total daily turnover 1044-47

All copper, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All steel, special high grade (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All steel, special high grade (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All steel, special high grade (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All steel, special high grade (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All steel, special high grade (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All steel, special high grade (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58

Total daily turnover 1652-53

All iron ore, grade A (5 per cent)

Close 1645-46

Previous 1657-58

High/Low 1645-46

AM Official 1657-58

North close 1652-53

Open int. 1652-53

Total daily turnover 1657-58&lt;/







[illegible]

مكتبة محمد صالح



**FT MANAGED FUNDS SERVICE**

### Offshore Insurances and Other Funds

● FT Claytons Unit Trust Prices are available over the telephone. Call the FT Clayton Help Desk on (844) 771-6923 4376 for more details.

[illegible]



**INVESTMENT TRUSTS - Continued**

	Index	Price
Merchants 1st	3	481-1
Merchants 2nd Pys	3	182-1
Merchants		32
Merchants 3rd Pys	3	298
Merchants 4th Pys	3	123-1
Merchants 5th Pys	3	57
Merchants 6th Pys	3	20
Merchants 7th Pys	3	20
Merchants 8th Pys	3	20
Merchants 9th Pys	3	20
Merchants 10th Pys	3	20
Merchants 11th Pys	3	20
Merchants 12th Pys	3	20
Merchants 13th Pys	3	20
Merchants 14th Pys	3	20
Merchants 15th Pys	3	20
Merchants 16th Pys	3	20
Merchants 17th Pys	3	20
Merchants 18th Pys	3	20
Merchants 19th Pys	3	20
Merchants 20th Pys	3	20

[illegible][illegible]

Warrick		382	382
Paychex Inc.	43	1104	1133
Warrick		125	125
Perpetual European	4	125	125
Perpetual Inc & Co.	125	47	125
Warrick		47	47
Perpetual Japan	3	30	30
Warrick		30	30
Capital In S&P	47	47	47
Personal Asset	1104	1104	1104
Public Income	125	125	125
Warrick		47	47
Private Trust	47	47	47
Warrick		35	35
Personal Inc	47	47	47

[illegible][illegible]

Second London Air	23 1/2	130
Sec 1st Seat	125 1/2	265
Shares Income	480	20
Share Security Corp	204 1/2	18
Share Select	38 1/2	18
Shogor & Finney's A&M	11 1/2	18
Winnipeg	10 1/2	18
Smelter Cos	178 1/2	183
Wirtz '99	48 1/2	9
Tobacco Inc	76 1/2	30
Winnipeg	134	100
Canadians Trust	113 1/2	177
Winnipeg	43 1/2	43
Two Plantations	191 1/2	17

Warrantors	595	807
Warrantors Etc	102	108
Warrantors Etc	21	82
Warrantors Etc	81	12
Warrantors Etc	104	1
Warrantors Etc	448	696
Warrantors Etc	88	103
Warrantors Etc	258	268
Warrantors Etc	104	104
Warrantors Etc	48	50
Warrantors Etc	81	11
Warrantors Etc	77	82
Warrantors Etc	338	364
Warrantors Etc	142	187

Standard Cos. ....	4	265	-3	268
Warranter .....		175		180
Investment Assoc. ..	181	181		180
Investment Inc. ....	82	82	-2	80
Income & Income ..	164	164		162
Income Participation Ltd.	131	131		130
Income & Value .....	54	54		50
Weighted Inc. ....		180		200
Investment Firm .....	4	105	-2	110
Warranter .....		241		240
Warranter .....		373	-3	376

Net asset values supplied by FT Act August 2000  
at a grade only. See guide to London Status Serv.

	Mttn	Price	% Chg	Vol
Approved by the Federal Reserve				
Northern Mid West Dev Pl	227.1	-1.2	228.4	
Portland Split Inc	74.1	+1.2	85	
Cap	32.8	+1.2	337	
Unis	286.2	+1	487	
Investment Inc	195.2		28	

and Management Inc.	107	107
Warrants	29	29
Zoro Div Prod	108	110
of Oakland	61	38
Warrants	7	12
Zoro Div Pl	143	146
Capital Income	75	78
Arpa Inc.	80	81
erly Inc.	125	165
Cash	817	835
Operating Co An Div	821	720
Monthly Div	82	111
January Income	84	86

Zero Div P1	83.5	-1.5	84.7
Inventory Decl	93.5	+0.5	93.7
Inc	70.4	-	71.1
Zero Cost Prof	358.4	-	358
Inventory Inc & Costs Inc	31.12	-	44
Cap	24.4	-	41.4
Zero Div P1	122.7	-1.5	615.4
Inventory Smaller Co's	288	-	289
Zero Prof	285.4	-	285.4
Inventory I & C Inc	124.4	-	132.4
Unrec	181.4	-	196.4
Zero Div P1	65.4	-	68
Inventory Inc & Costs Increase	107.4	-	112.4
Unrec	332.4	-	350.4

Soriano	87	101
Spaulding Pres	177	179
Spaulding Worldwide	81	91
Spaulding Pres	92	54
Spaulding	134	142
Spaulding & Co. Ltd. So. Calif.	88	71
Spaulding	111	118
Spaulding	178	187
Spaulding	136	144
Spaulding	61	68
Spaulding Div. Inc. & P.	88	48
Spaulding	271	285
Spaulding Div. P.	140	140
Spaulding & Co. Inc.	87	88

Company	Price	Change	Volume
Amgen Inc.	181 1/2	+1 1/2	175
Amgen Pro Ethical	181 1/2	+1 1/2	175
Amgen Pro Ethical	211	-	217
Amgen Pro Ethical	140 1/2	-1 1/2	150
Amgen Pro Ethical	12 1/2	-1 1/2	271
Amgen Pro Ethical	50 1/2	-1 1/2	61
Amgen Pro Ethical	195	-	195
Amgen Pro Ethical	161 1/2	-1 1/2	161
Amgen Pro Ethical	165 1/2	-1 1/2	171
Amgen Pro Ethical	125	-	125
Amgen Pro Ethical	46 1/2	-	57
Amgen Pro Ethical	201 1/2	-1 1/2	221
Amgen Pro Ethical	225 1/2	-1 1/2	225
Amgen Pro Ethical	12 1/2	-1 1/2	225

[illegible]

Life Ins	1487	1516
S Outlines	129	1371
Euro PFI	151	1574
ESCO Recovery	148	1581
Growth	2300	289
Asian Fry Euro	189	204
Euro PFI	163	163
Asian Fry U.S.	1260	163
Income	891	915
Euro PFI	167	170
Hedges Capital	289	300
Euro PFI	68	64
Euro Div Prod	148	181
Income	76	67
Capital	100	

...to Die Prof	60	10
...for Econ	63	89
...to Die Prof	120	128
...for Econ	106	107
...to Die Prof	71	72
...for Econ Inc	147	150
...to Die Prof	39	42
...for Econ	164	165
...to Die Prof	88	89
...for Econ	49	51
...to Die Prof	68	69
...for Econ	83	84
...to Die Prof	139	140
...for Econ	80	81
...to Die Prof	715	716

	1985	1986
Income Pr	7775	700
to Div Pr	74	201
to Div Pr	124	851
to Div Pr	144	1377
to Div Pr	212	196
to Div Pr	187	2021
to Div Pr	187	1897
to Div Pr	182	104
to Div Pr	778	172
to Div Pr	150	181
to Div Pr	184	221
to Div Pr	42	46
to Div Pr	41	45
to Div Pr	124	1271
to Div Pr	21	

High Inc.	79	4	407
221	79		
Japan Lines	139		25
& South Units	99		130
Capital	30		95
Securities Inc.	224	4	40
78	79		31
45	79		79
Storage Units	179		183
Shared Units	99		191
On Div Pct	84	-12	89
to Recovery Inc.	229		28
99	79		79
Shared Units	92		95
On Div Pct	112	-1	114
712			

Company	2011	2010	2009
Inc.	180	200	200
Inc.	400	200	200
Inc.	800	500	500
Inc.	575	70	70
Inc.	114	57	57
Inc.	197	118	118
Inc.	120	23	23
Inc.	57	122	122
Inc.	376	72	72
Inc.	213	38	38
Inc.	250	71	71
Inc.	68	70	70
Inc.	20	70	70

Spco Units	825	308 1/2	308 1/2
Spco & Issues Inc.	380	825	825
Spco's Inv Capital	1125	450	450
Spco PFI	402 1/2	1250	1250
Spco's Inv Capital	300	405	405
Spco's Inv Capital	121 1/2	200 1/2	200 1/2
Spco's Inv Capital	104 1/2	132 1/2	132 1/2
Spco's Inv Capital	150 1/2	180	180
Spco's Inv Capital	80	122 1/2	122 1/2
Spco's Inv Capital	210 1/2	210 1/2	210 1/2
Spco's Inv Capital	75 1/2	75 1/2	75 1/2
Spco's Inv Capital	41 1/2	41 1/2	41 1/2
Spco's Inv Capital	71 1/2	71 1/2	71 1/2

GREENING, VEHICLES - Continued									
State	Price	52 week	52 week	52 week	52 week	52 week	52 week	52 week	52 week
Alabama	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Alaska	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Arizona	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Arkansas	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
California	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Colorado	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Connecticut	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Delaware	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
District of Columbia	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Florida	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Georgia	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Hawaii	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Idaho	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Illinois	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Indiana	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Iowa	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Kansas	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Kentucky	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Louisiana	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Maine	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Maryland	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Massachusetts	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Michigan	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Minnesota	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Mississippi	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Missouri	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Montana	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Nebraska	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Nevada	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
New Hampshire	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
New Jersey	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
New Mexico	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
New York	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
North Carolina	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
North Dakota	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Ohio	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Oklahoma	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Oregon	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Pennsylvania	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Rhode Island	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
South Carolina	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
South Dakota	1.15	1.15	1.15	1.15					

هكذا من اجل



LONDON SHARE SERVICE

BY TRUSTS SPLIT CAPITAL - Continued	
OTHER INVESTMENT TRUSTS	
INVESTMENT COMPANIES	
LEISURE & HOTELS	
LIFE ASSURANCE	
MEDIA	
PAPER, PACKAGING & PRINTING	
PHARMACEUTICALS	
PROPERTY	
RETAILERS, GENERAL	
RETAILERS, FOOD	
TELECOMMUNICATIONS	
TOBACCO	
TRANSPORT	
WATER	
AM - Continued	
AMERICANS	
CANADIANS	
SOUTH AFRICANS	
TRADED INDEX SECURITIES	
GUIDE TO LONDON SHARE SERVICE	

This quiet moment of contemplation  
was brought to you by those  
thoughtful people in Asset Management.

Henderson AMP











Advertisement				
INSECTS				
INSECTiS are published by European Biosearch news (functioning as independent online publishing company). INSECTiS are the first pan-European indices on INSECTiS with complete worldwide coverage taken from the TOP 500 European companies. Eurosearch offers information about Eurosearch and INSECTiS. You can find it on the Internet at <a href="http://www.eurosearch.com">HTTP://WWW.EUROSEARCH.COM</a> and <a href="http://WWW.EUROSEARCH.COM">HTTP://WWW.EUROSEARCH.COM</a> . Eurosearch has offices in Brussels (Tel: +32 9 239.94.90) and in London (Tel: +44 171 596.7638)				
Owing values at 15.00 CEE				
European country delivery	CURRENT PRICE	PREVIOUS PRICE	NET CHANGE	% CHANGE
Finland	USD 206.00	206.00	+0.01	+0.00
GERMANY	USD 206.00	206.00	+0.06	+0.03
Low-value goods	USD 64.75	64.75	-0.04	-0.06
FRANCE	USD 204.11	204.11	-0.09	-0.04
Oil	USD 140.01	140.01	+1.22	+1.17
Chemicals	USD 204.00	204.00	+1.53	+0.74
Plastic products	USD 195.92	195.92	-0.04	-0.02
DRUGS	USD 195.07	195.05	+44.12	+2.27





# STOCK MARKETS

## Intervention pulls bourses out of spiral

### WORLD OVERVIEW

A rebound in the Japanese yen and in the fortunes of Asian bourses helped world stock markets climb out of their downward spiral yesterday, writes Philip Coggan.

The US Federal Reserve joined the Bank of Japan in intervening to support the Japanese currency, carrying the yen back up to ¥137 at one stage.

Although there had been rumours that the Bank of

Japan might intervene on its own, the co-operation of the US authorities took the market by surprise, especially given recent US comments casting doubts on the effectiveness of such action.

The reversal in the yen's fortunes eased the fears of recent weeks that the Chinese and Hong Kong authorities might be forced into devaluing their currencies in response, setting off another round of foreign exchange turmoil across the region.

The rally in Asian stock markets happened before the Fed/BoJ intervention, but the yen had already moved higher on hopes that a visit to Japan by Lawrence Summers, deputy US Treasury secretary, would result in some action.

After such a long period of selling, the Asian markets were ripe for a rebound; the Hang Seng climbed back above the 9,000 level and the Korean market gained more than 8 per cent.

Geoffrey Dennis, the emerging market equity strategist at Deutsche Morgan Grenfell, says that the intervention had taken away the risk of a major breakdown in the yen for the time being and allowed the oversold Asian markets to recover.

"We think the emerging markets could rally by 20-25 per cent over the next three months," he said.

The Tokyo stock market had a rather disappointing

day, with a further slide in the share price of the Long-Term Credit Bank weighing on the Nikkei 225 average.

But Japanese shares looked strong in London trading after the intervention was announced, especially as it was assumed that the Americans will have extracted a promise of economic reform in return for their help.

Tokyo was one of the few losers of the day. Wall Street

took immense heart from events in the foreign exchange markets - even though Treasury bonds fell a point as the Bank of Japan sold them to buy yen - and the Dow Jones Industrial Average was up more than 200 points in early trading.

Europe, battered by both Asia and New York, was relieved to find that, for once, the rest of the world was giving it a leg up. Both Paris and Frankfurt ended about 2 per cent higher.

### EMERGING MARKET FOCUS

## Turkey winning the price war

Turkey remains one of this year's better-performing emerging stock markets in spite of a decline in dollar terms of around 12 per cent since January.

Political optimism is helping, and there are tentative hopes for fiscal reform ahead of next April's general election. The economy continues to expand, with GDP set to grow by 5 per cent this year.

But the main drive in the short term is coming from the bane of Turkish economists, but the consumer price index is at last showing signs of coming down to earth.

The inflation rate, which was 99 per cent at the start of the year, has recently tumbled back to within range of 90 per cent. Investors are excited at the prospect of a more determined decline by the end of the year.

The government is looking for a CPI of 50 per cent by December, although best bets among analysts suggest something closer to 70 per cent.

Whatever the result, the trend line suggests that predictions of a rapid switch of funds out of debt securities into equities may not be far off the mark.

It is a process that is constantly played out on the Istanbul stock market, where daily volume, at \$300m, is way ahead of competing centres such as Athens and Tel Aviv. Debt-equity arbitrage by local traders is one reason for Istanbul's healthy levels of activity.

Although high inflation implies a constant currency risk, foreign investors play an important stock market role.

The ownership structure of the equity market is understood to be split fairly evenly between foreign and local investors. And Turkey's impressive currency reserves of around \$25bn stem almost exclusively from foreign investment in

From an overseas perspective, Turkish equities are seen as a medium-term trading play. At current levels - the benchmark 100 index rose 138.17 to 4,077.11 yesterday - the consensus among brokers is that the market is attractive and that the 1998 share ratings are relatively undemanding.

Up 5 per cent on average in the five years to 1997, GDP is heading for similar growth this year and likely to keep company profits in the fast lane.

Broker predictions vary, but the median for 1998 looks to be 15 per cent earnings growth, which translates broadly into a stock market p.e. of less than 10. This compares with 20 or so for the Greek stock market and 15 for Israel.

Nigel Rendell, emerging market analyst at Banco Santander, is looking for 10 per cent gains in dollar terms for Turkish equities this year. Thereafter there may be uncertainty, he says.

Prime minister Mesut Yilmaz is due to step down in December, with Turkey going to the polls next April. "The political base is very fluid and, since it contains an important Islamist segment, next to impossible to predict," says Mr Rendell.

Jeffrey Brown

## Support for Japan brings out US bulls

### AMERICAS

Investor relief at intervention to support the Japanese yen sent the Dow Jones Industrial Average up more than 200 points at one stage in early trading, writes John Labate in New York.

"We're finally seeing some light at the end of the tunnel," said Arthur Hogan, chief market analyst at Jefferies & Co in Boston. "The stocks that were in carnage the last two weeks are now in favour, especially in technology, financials, and oil services."

By early afternoon the Dow was off its earlier highs, but still up 189.06, a rise of 2.2 per cent to 8,854.57. The broader Standard & Poor's 500 climbed 19.71 or 1.8 per cent to 1,107.20. Volume was very strong throughout the early session.

The currency intervention sent the dollar down smartly against the yen, and triggered a sell-off in US Treasuries, which had been up strongly for much of the last week on Asian concerns. By early afternoon the benchmark 30-year bond was off 1/8 at 105 1/8, sending the yield higher to 5.718 per cent.

Technology and small cap shares were bid higher, but not at the levels seen in the blue-chip sector. The Nasdaq composite gained 25.82 or 1.47 per cent to 1,778.94.

The improvement for the yen helped send US banking

shares higher. The Philadelphia Stock Exchange's banking index was 17.81 or 2.2 per cent higher to 841.96. Citicorp shares surged 3 1/2 to \$151 1/2.

MCI shares climbed 2 1/2 to \$53 1/2 on a report that the company as regulators continued to examine its merger plans with WorldCom. In the drugs sector, Pfizer rose \$2 to \$111 1/2 on a report that the company may widen its Viagra promotions.

TORONTO pushed higher on a broad front, taking its cue from the early surge on Wall Street and responding to a flurry of takeover activity. The 300 composite index was up 105.69 or 1.5 per cent at 7,249.40 at noon.

Banks were in the thick of the action with Royal Bank of Canada gaining 90 cents to C\$67.50 and Canadian Imperial up the same amount to C\$47.55. In gold, Barrick responded to a better day for bullion with a rise of 75 cents to C\$26.15.

An improved bid from Call-Net Enterprises lifted Fomoria C\$3.75 to C\$68.75 in heavy volume. Teleglobe rose C\$3.90 to C\$45.25 as investors digested the group's plans to merge with Exel Communications of the US.

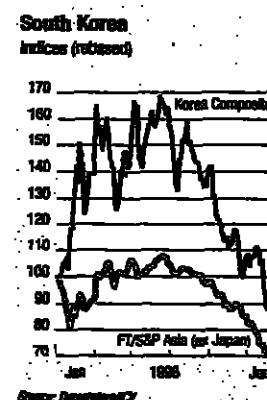
Northern Telecom, which announced plans for a \$9.1bn US takeover on Monday, stayed weak. The shares, C\$88.10 at the close on Friday, fell a further 90 cents to C\$78.10.

### ASIA PACIFIC

The yen's renewed strength against the dollar, and arbitrage trade between the spot and the index futures markets, sent SEIOIL rocketing up 8.5 per cent, its largest single-day rise ever.

The composite index shot up 23.81 to 302.81 as the market also gave a broad welcome to a commitment from President Kim Dae-jung to proceed with strong economic restructuring. However, analysts said that investors were less certain about a planned "hit list" of companies, deemed by creditors banks not to be viable.

Blue chips benefited most from the yen's rebound as they had been hit hard on fears of losing price competitiveness in global markets. Both Samsung Electronics and LG Electronics went



the Long-Term Credit Bank, and shares ended the day almost unchanged, Reuter reports.

The rebound in the yen helped equity prices, offsetting heavy selling in LTCB, and the Nikkei 225 index closed down 5.00 to 14,715.

The Topix index of all first-section shares rose 0.37 to 1,156.84 with 404 shares changing hands. A total 689 rose while 382 fell.

Domestic and foreign institutions sold LTCB as rumours spread the bank had been mentioned in a conference call between Moody's and Asian investors. Investors have been nervous over the bank's bad loans and its tie-up with SBC, although the bank yesterday dismissed speculation that it faced financial difficulties as "groundless".

LTCB was the most active issue of the day, closing down Y30 at Y123 after falling to a low for the year. Other long-term credit banks were also weak, with Nippon Credit Bank down Y1 to Y125 and Industrial Bank of Japan retreating Y29 to Y70.

The rise in the yen, however, helped some other banks, as concerns over their dollar-denominated loan portfolios were alleviated.

News of a visit to Japan by US Deputy Treasury Secretary Lawrence Summers, prompted worries Japan would be urged to take action over the banks' loan problems.

Sakura Bank fell Y18 to

Y359 and Fuji Bank declined Y11 to Y368.

Fuji Heavy Industries gained Y21 or 3.1 per cent to Y690 on hopes the launch of its new car this week would help its earnings.

BANGKOK rebounded sharply, led by finance and banking stocks, and the SET index rose 15.50 to 272.94.

The financial index rose more than 19 per cent and banks added 11 per cent.

Thai Farmers Bank was the most active issue, gaining Bt2.50 to Bt41.50 and Securities One added Bt0.80 to Bt3.70.

JAKARTA went along with the gains in regional markets, spurred on by arbitrage activity in index heavyweights. The composite index closed up 19.93 at 419.44 in turnover of Rp368bn.

Dual-listed stocks of Telkom, Rp450 up at Rp4,075, and Indosat, Rp125 ahead at Rp16,025, were the main contributors to the rise.

KUALA LUMPUR closed at the day's high, breaking a five-session losing streak. The composite index, at a nine-year low this week, rose 15.04 to 450.28.

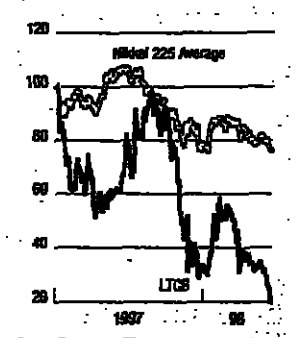
Short covering prompted by the yen's recovery helped Telekom, which rose 45 cents to M\$6.35 and Tenaga Nasional, which gained 24 cents to M\$5.2.

SINGAPORE followed other markets in the region higher and the Straits Times

Industrials index rose 53.74 to 1,107.70 as the Singapore dollar firmed in tandem with the yen.

Shares gained ground across the board, with active buying in blue chips that had suffered heavy losses earlier in the week. Singapore Press Holdings rose S\$1 or 8 per cent to S\$13.80.

BOMBAY shot up on aggressive short covering by speculators following moves



by the Securities and Exchange Board of India to curb excessive speculation.

The BSE-30 index rose 240.11 at 3,401.19. On Tuesday, the SEBI instructed all investors with outstanding short sale positions in the carry forward segment to square off 50 per cent of these in the current settlement and the remainder in the next.

## São Paulo powers on

SAO PAULO picked up where it left off on Tuesday with the Bovespa index in upbeat mood. Among leading stocks, Telebras shot ahead by 6 per cent to R\$127.20 in what brokers described as solid volume. The benchmark index had risen 520 or 5.6 per cent to reach 9,769 at mid-session.

MEXICO CITY also powered higher. The IPC index was 164.23 or 4 per cent ahead at 4,280.20 at mid-session.

Telecel led the way up with a gain of 85 centavos to 21.35 pesos in more than 12m shares traded. The stock accounted for 15 per cent of the morning's total volume.

## Currency news lifts Frankfurt

### EUROPE

News of US and Japanese support for the ailing yen sent FRANKFURT 2.2 per cent higher in late electronic trading. The Xetra Dax index picked up from a low of 5,682.38 to close near its best levels of the day, up 121.12 at 5,742.83.

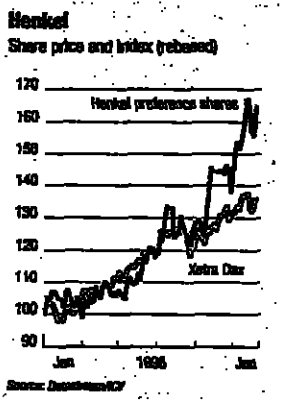
Chemical group Henkel was a winner, rising DM11.40 to DM184.40 as takeover speculation drove the price. Wella, the shampoo group, was named as a possible suitor, and its shares gave up DM28 to DM136 as the company denied the rumours.

Cars remained in the spotlight with Volkswagen climbing DM79.90 to a record high of DM1,757 as the market remained upbeat about its recent acquisitions.

Lufthansa put on DM1.95 to DM48.25 in response to five-month profit figures and its full-year forecasts. RWE rose DM5.40 to DM101.50 after an upbeat earnings forecast from its power subsidiary. Preussag put on DM18.20 to DM640 as CS First Boston reaffirmed its strong buy recommendation.

PARIS pushed ahead strongly with the early bounce on Wall Street helping the CAC 40 index to close within a whisker of its session high. The benchmark ended 78.71 higher at 4,001.88.

Renault and LVMH were the star blue chip attractions, making up for recent relative weakness with rebounds of more than 5 per cent apiece. Renault rose FF16.00 or 5.2 per cent to FF237.70 and LVMH gained FF168 to FF1,188. News of a



Brazilian acquisition helped lift Lafarge FF26 to FF628.

Among lesser caps, Bouygues jumped FF91 or 9.2 per cent to FF1,080 after Italian press reports suggested Telecom Italia was interested in further investments in Bouygues Telecom.

ZURICH carried its rebound through to a second straight session as the SMI index climbed 174.0 or 2.4 per cent to 7,562.7. Financials had a good day. UBS rose SF781 to SF72,576 and SBC, its merger partner, was SF718 higher at 587. Among the insurers, Balke jumped SF122 to SF7,770 and Swiss Re finished SF769 higher at SF73,889.

In drugs, Roche certificates climbed SF330 and Novartis was SF731 higher at SF71,385.

In the specialty chemicals sector, Clariant put on SF68 to SF998, profiting from a Bank Julius Baer study that set a target share price of SF72,500 before the chemicals group split its shares on a two for one basis. EMS Chemie was SF150 higher at SF78,985.

AMSTERDAM added 12.66 to 1,174.57 on the AEX index on a day of nominal corporate news.

Volume was thin and the best story of the day - a tentative rumour that ABN Amro was set to link up with Chase Manhattan of the US - produced little or no action. ABN improved 20 cents to F147.70 in 6.1m shares traded.

Fortis Amey led the blue chip performance charts, advancing F14.20 to F115.50. Philips and Heineken were also strong, adding F14 to F78.10 and F12.10 to F177.50 respectively. KNP BT lost F11 to F154.00.

MADRID gained ground following other markets, and the general index rose 18.98 or 2.3 per cent to 8,643.8.

Endesa, the utility that completed its privatisation offering earlier this month, was the most active issue, rising Pta100 to Pta3,370. Telefonica added Pta140 to Pta6,910, while Tabacalera gained Pta170 to Pta3,275.

BCH rose Pta140 to Pta4,750, BBV advanced to 7,400 and Santander was ahead Pta190 at Pta7,500.

Union Fenosa, the electricity utility, rose Pta60 to Pta1,870 after Endesa said that it was selling its 7.2 per cent stake at Pta1,875 a share to BCH, Banco Pastor and Caixa Galicia, the savings bank.

MILAN rallied 2.6 per cent, helped by blue chips and Asia-related issues with the Mibtel index gaining 598 to 23,531.

BCL, the banking group, rose L810, or 8.6 per cent to L10,574 after announcing more than doubled five-

month gross operating profits and lifting return-on-equity targets.

Telecom Italia gained L492 to L13,422 following its shareholders meeting. Bulgari, the luxury goods maker, was suspended limit up minutes before the close after a rise in the yen and the rebound in Asian markets. The shares gained L889 to L10,003.

HELSINKI rose 2.8 per cent, with the Hex index up 129.90 at 4,744.56. Nokia, which relies on Asian demand and had tumbled on the region's market turmoil, added almost 6 per cent, rising FM20 to FM357.

MOSCOW jumped 7.7 per cent, encouraged by the finance ministry's plans for a new Eurobond. The RTS index rose by 12.98 to 151.99.

WARSAW reversed an 8.9 per cent four-session decline with a 4.3 per cent rebound. The Wig Index recouped 688.7 to 16,482.3 as gains led losers by 147 to seven. Turnover surged 65 per cent to 235.1m zlotys.

Written and edited by Michael Morgan, Jeffrey Brown, Emilio Terrazano and Mike Scott

### South Africa

Johannesburg, closed on Tuesday, reopened in upbeat mood with sentiment boosted by Asia. The all share index ended 268 or 4 per cent higher at 7,003.

Industrials gained 315 to 8,408.6 and golds rose 5.5 per cent to 817.9. South African Breweries jumped R8.80 to R123. Gold Fields surged 9.5 per cent to R23.



## Could they get you to France?

There's a lot at stake. It's a very big deal. So, as a seasoned travel manager you need a team behind you that can be fully relied on to get you there.

Tactically, it may seem a safe choice to stick with the big names. Strategically it may not be so obvious. Do they ever seem shaky under pressure? Do you feel points are being missed as a result? Perhaps you will look for greater awareness and agility from your selection in the future.

Portman are no 4. We're different. And we're good. This means that today more and more companies are putting our name down first as the qualification for delivering an effective travel management service.

For a kick-off, we're expert in all the smart moves that take us past the opposition to ensure efficient control of clients' travel spend. And as the UK's largest independent, the strength of

our squad lies in its reliability, skill and creativity. Add to that impressive distribution from a nation-wide network of offices, and globally through over 4000 locations, and you have the strongest prospect for success.

How often have the so-called favourites missed the target when it really counts? Precisely. Your best shot is to pick the players who consistently rise to the occasion - it's why Portman scores when others simply draw a blank.

Pick the right team. Speak to Portman.

Call Lesley or Brian on 0800 731 1627  
E-mail: lcollins@portmantravel.co.uk  
or blawie@portmantravel.co.uk

**PORTMAN**  
In a league of our own

### AIR TRAVEL

Up, up and

Already can save much in cost

The Portman room



# WORLD TOURISM

There are few places in the world untouched by this sector. Scheherazade Daneshkhu reports

## Travel still firmly on right track

There are no factories churning out the wares of the world's largest industry, nor piles of stock by which to identify it. Yet travel and tourism has not only developed rapidly over the past decades to stake a claim to being the world's biggest industry, it is, along with telecommunications and information technology, one of the fastest-growing, too.

From Benidorm to Bali, from the Himalayas to Hawaii, there are few places in the world which have been unaffected by tourism. The populations of the wealthiest nations no longer regard a holiday as a luxury but as a necessary break from an increasingly competitive and stressful working life.

The change has been helped by cheaper air travel. This has also been instrumental in making long-haul travel one of the industry's fastest-growing sectors. Going abroad on holiday has become so commonplace that even those holidays which were once the preserve of the wealthy, such as cruising and ski-ing, have been packaged and made affordable for great numbers of people.

Last year some 617m tourists travelled to foreign countries and spent \$440bn. France has long been the top destination with a market share of about 11 per cent of the world total, but the US earns the most from tourism - \$75bn last year, or 18 per cent of the world total.

Yet 1997 failed to live up to growth expectations due to the financial turmoil in Asia - until recently the fastest-growing region - which led to world tourism growth rates slowing to 4 per cent.

Pressures from the financial slowdown have been most acute in Thailand, but were also felt in the Philippines, Indonesia and Malaysia. Countries that usually receive many Asian tourists, such as Australia, were also affected. However, China resisted the trend, and its tourism receipts rose by 18 per cent from 1996 to 1997.

On the positive side,

because of the devaluation of some currencies, particularly in Thailand and Korea, Asian destinations have become more competitive. This is likely to stimulate stronger than normal long-haul travel to east Asia and the Pacific this year," says Francesco Frangialli, secretary-general of the Madrid-based World Tourism Organisation (WTO), the UN-backed body. "But that growth will be insufficient to offset the loss of intra-regional tourists."

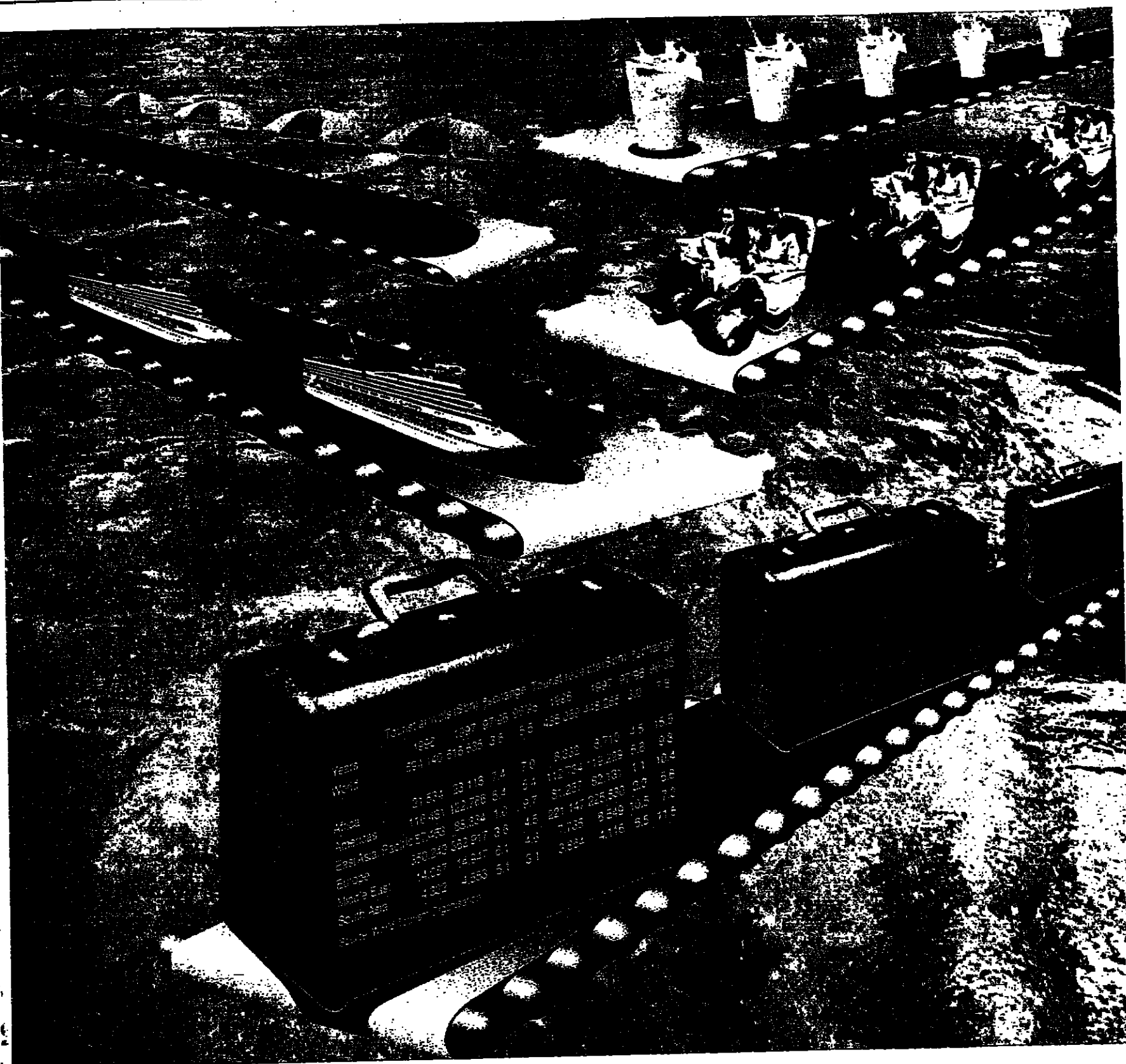
The WTO predicts, nonetheless, that tourism will triple by 2020, with 1.6bn tourists visiting countries abroad annually and spending more than \$2,000bn.

Tourism's impact on the world economy is more difficult to calculate. The World Travel & Tourism Council (WTTC), a private sector lobbying group comprising hotels, airlines and the catering industries, believes traditional measures underestimate the contribution made by travel and tourism.

The WTTC argues that calculations based on direct spending ignore the knock-on benefits of tourism to the economy, such as spending in restaurants or the contribution to retail sales. If these are included, travel and tourism account for \$3,600bn, or 11 per cent of the world's gross domestic product. The industry is responsible for more than 230m jobs directly and indirectly and is likely to create another 100m jobs by 2010, according to the WTTC.

Job creation has long been one of the attractions of developing a tourism industry, particularly in countries with few natural resources or little capital. But some countries in the developed world have seized on tourism's potential to create jobs to help solve their own growing problem of unemployment.

Sweden last year invested SKr10m to stimulate small business development in the tourism sector as a way of creating jobs. Britain's Labour government has targeted tourism as one of the most promising sectors for



job-creation through its New Deal scheme to return unemployed youth to work.

Despite the industry's potential for job and wealth-creation, its rapid growth poses problems. Euro-monitor, the market research consultancy, is sceptical that the necessary infrastructure will be in place to cope with the increases. It forecasts that air passengers will double over 20 years to 2bn, but that growth will be hampered by a shortage of airports in western Europe and south-east Asia where congestion will remain a problem.

Many people blame the development of tourism for ruining unspoiled areas and

cultures, building unsightly hotels, scarring the landscape with golf courses and allowing historic cities and villages to be overrun with hordes of tourists.

The question of how to develop tourism without ruining the environment is much debated at international gatherings of tourism chiefs. Sustainability - the maintenance of a balance between running tourism at a profit but not at the expense of natural resources - has become a buzzword.

But Mr Frangialli believes the commitment by governments to Agenda 21 - the strategy launched in 1992 at the Rio de Janeiro Earth Summit for sustainable

development - has been only lukewarm.

"Many opportunities have been lost in terms of public policy," says Mr Frangialli. "What is positive though is that growing concern for the environment is changing the attitude of the larger operators and they are putting pressure on destinations to offer better quality. So this fight for a clean and better environment is not being fought by public institutions but is coming through the market."

A growing trend by central governments to devolve responsibility for tourism development to local authorities or the private sector has lessened the responsibility of governments towards

the development of a national tourism industry. But where governments are taking an increased interest in the industry is in its potential as a tax-raising source of revenue.

Entry fees and airport departure taxes have been on the increase. The US recently introduced a new arrival tax, while UK departure taxes were doubled last year.

Deloitte & Touche, the accountants, found in a survey of 50 destinations published in March that 73 per cent had increased taxes on tourism over the past three years and 13 per cent had lowered them.

"Too many taxes are discriminatorily levied at travel and tourism because it's an easy hit," says Geoffrey Lipman, president of the WTTC. "There is a misperception that tourism is a luxury, but it is an export so, if anything, governments should incentivise it."

While the tax issue and the financial problems in Asia have been setbacks for the industry, the implementation of European economic and monetary union (Emu) is likely to stimulate travel due to its promise of greater transparency of prices within the member-states and the elimination of currency exchange costs.

The tourism industries of

destinations bordering the Emu member-states, such as north Africa and Turkey, are likely to become more competitive if the euro currency is set at a strong rate relative to the dollar and the yen. But, by the same token, the traditionally weaker-currency countries within Emu, such as Spain and Italy, are likely to find the competition with these countries tough.

"The euro will probably be a problem for Spanish tourism," acknowledges Gabriele Burzio, chairman of NH Hoteles, one of Spain's largest hotel groups. "We will lose competitiveness so we will have to improve productivity and services. It is a challenge."

AIR TRAVEL • by Michael Skapinker

## Up, up and away - an ever-growing line of passengers

Already-busy skies can expect to see much more traffic in coming years

July 5 1841 is regarded by many as the day that modern tourism began. Thomas Cook, a printer and anti-alcohol campaigner, took 500 people to Leicester station in the UK's East Midlands, where they boarded a train to Loughborough. There they were greeted by a large crowd of temperance campaigners, who heard Mr Cook raise a cheer to "teetotalism and railways!"

Over 150 years later, rail still plays an important role in ferrying tourists - particularly now that a new network of European high-speed links is being built.

But the tourist industry today depends far more on aircraft to carry its millions of customers - few of them teetotal - around the world.

If you take the number of people flying annually and multiply it by the distance they travel, you end up with 2,800bn kilometres. This is the equivalent of every adult and child in the UK making a round-the-world trip on an aircraft each year.

Twenty years from now those numbers will look tiny. Air traffic is expected to increase by 5.3 per cent annually for the next 10 years and by 4.8 per cent a year during the decade after that. That means, says Adam Brown, head of forecasting and strategic planning at Airbus Industrie, the European aircraft manufacturer, that air traffic will increase 168 per cent by 2017. "In other words, in 20 years' time, the airlines will be carrying nearly three times as

much traffic as today," he says. How will the airlines cope with that number of passengers? One way will be by crowding more passengers on to each aircraft.

Airbus plans to build a new generation of aircraft capable of carrying 600 passengers or more. Boeing, its largest US rival, argues that existing aircraft, such as its 400-passenger 747, are capable of doing the job.

Both manufacturers agree, however, that the number of passengers on each flight will go up. Airbus forecasts that the average number of seats on each flight will increase from 179 today to 227 over the next 20 years. In the Asia-Pacific region, airlines already have an average of 240 seats on each flight. In 20 years, this will increase to 320, Airbus says.

Airlines will also buy many more aircraft. Airbus and Boeing predict that airlines will spend

over \$1,000bn acquiring more than 16,000 aircraft over the next 20 years, both to expand their fleets and to replace ageing models.

The airlines are already looking at ways of moving the growing number of passengers on and off flights more quickly. They have begun offering passengers ticketless travel and computerised check-in. British Airways is experimenting with ways of tracking connecting passengers electronically through airport terminals so that they can see if they are having any difficulty reaching the departure gates.

A new generation of low-cost, no-frills airlines has discovered the most effective way of speeding up the boarding of their aircraft - do not give passengers seat numbers. Ryanair, the Dublin-based budget carrier, said it was able to reduce delays

sharply by seating passengers on a first-come, first served basis. The fear of being stuck in a middle seat is, apparently, a powerful incentive for reporting to the gate on time.

Improved technology and better management of passengers will help airlines handle the increase in passengers. The principal obstacle to expansion will probably lie elsewhere - in the effect that air transport has on the environment.

Fuel emissions and noise are both potential problems, and some in the industry have seen the importance of getting their arguments in first. BAA, one of the world's leading airport groups, argues that the introduction of quieter aircraft means that residents living near London's Heathrow have seen noise pollution falling, even though traffic has grown.

Mr Brown, of Airbus, argues

that aircraft are quieter than the trains which many see as a more environmentally acceptable form of travel. He says: "The zone exposed to an annoying level of noise - more than 50 decibels - by a modern aircraft taking off or landing is much less than that of a high-speed train. And, of course, the noise footprint created by the high-speed train stretches all the way from its origin to its destination."

"As a result, the number of people exposed to aircraft noise has substantially reduced, while many more people are exposed to noise from roads and railways."

In fact, the huge physical barriers needed to contain the noise from high-speed trains could one day become as serious an environmental threat as the noise itself. In addition, per passenger transported, airports use land about five times more efficiently than rail, and six times more effi-

ciently than road. Despite their much higher speed, the latest aircraft also consume substantially less energy per passenger transported than the average mid-sized car.

The difficulty for the industry is that many of those who live near airports refuse to accept that aircraft noise is dropping. They are a powerful lobby, preventing airport expansion worldwide and insisting on strict limits on the number of flights.

Flight limits at Amsterdam's Schiphol meant the airport had difficulty last month handling charter flights for football fans travelling to the Champions' Cup final between Real Madrid and Juventus. And so great has the opposition from anti-noise campaigners to a proposed fifth terminal at Heathrow been that the public inquiry has had to sit for three years, with at least another six months to go.

The fastest route to Doha with daily non-stop flights from Heathrow, plenty of room to stretch out and work, in-flight video library and international cuisine.

Now we're talking business.

For reservations call 0171 370 6600.

QATAR AIRWAYS القطرية

EXCELLENCE IN THE SKY

## 2 WORLD TOURISM

HOTELS • by Scheherazade Daneshkhu

## Globalisation is the name of the game

As the sector bounces back to health so takeovers take off

In February, a British company bought from a Japanese company a chain of hotels founded by a US company. Bass's £1.7bn acquisition of Inter-Continental hotels from Japan's Saison group marked another step in the consolidation of the international hotel industry.

It was one of a number of recent large international hotel deals. These include the \$1bn purchase last year of the Hong Kong-based Renaissance group, operators of Ramada hotels, by Marriott International, the US-based company which also owns the luxury Ritz-Carlton chain.

The Savoy group, the family-dominated group of UK hotels, was bought for £520m by Blackstone Hotel Acquisitions, a company controlled by Blackstone and Colony Capital, two US-based investment groups.

The hotel industry, which was badly hit by the recession in the early 1990s and the Gulf war, has bounced back with vigour, as was demonstrated last year in the US where there was a frenzy of takeover and merger activity. More than \$250m worth of hotels changed hands, including those of ITT, owners of the Sheraton chain, to Starwood, a real estate investment trust, after an abortive bid for ITT by Hilton Hotels Company.

Real estate investment trusts, tax-efficient US-based property companies, invested heavily in the US hotel industry last year and have begun to expand outside the country.

Consolidation in the US is being driven by economies of scale and the need to cut costs in an increasingly com-



Open door: more than \$250m worth of hotels changed hands worldwide last year

petitive industry. But it is underlined by good growth prospects for tourism and business travel.

"Increasingly travel is driven not just by business but by leisure," says Ian Prosser, chairman and chief executive of Bass, which owns the Holiday Inn chain. "The international hotel business has grown at more than 8 per cent per annum over the past five to 10 years. In the short-term there has been a setback in Asia, but in the long-term we expect the industry to return to similar rates of growth."

As travel increases so does the demand for hotels in different countries. The chains aim to be able to accommodate their guests in most parts of the world at hotels which preferably range from the mid-market to luxury.

Inter-Continental hotels gave Bass a four-star brand

to add to its mid-market Holiday Inn and budget Holiday Inn Express brands. The acquisition also helped to plug gaps in the group's coverage of Europe and Asia.

"Globalisation is the name of the game," says Eric Pfeiffer, president of the hotels division of Cendant - previously HFS before its merger with CUC, a direct marketing company.

Cendant may be the world's largest hotel franchising company but most of its hotels are in the US. It has started to go international by taking its mid-market brands, including Days Inn and Howard Johnson, to Europe where it plans to open at least 50 hotels, initially in the UK, over the next five years. It is also rivaling Holiday Inn's activities in China where it plans a total of up to 40 hotels this year.

Nor is the consolidation

taking place solely through mergers - strategic alliances and marketing deals have also increased. ITT Sheraton recently signed a joint venture with Arabella Hotels, part of the German-based Schöngauer property group.

"Germany is a difficult market for an international company to enter," says Bob Cottar, president of ITT Sheraton's European division. "For 25 years we had three hotels there, now we have 14."

For many people the good news about the race to increase global coverage is that they will have more opportunity to earn hotel loyalty points and more places at which to spend them.

Hilton Hotels Corporation, the California-based group which operates Hilton inside the US, and Ladbroke, owner of Hilton International, reached a marketing agree-

Leading corporate hotel transactions 1995-1998

Hotel name	Vendor	Purchaser	Cost (millions)	Comment
1995				
Westin Hotels	ACM group	Starwood/Goldman Sachs	\$581	80 hotels in the US
American Hotels	Fortis	Fortis	\$338	54 hotels
Copthorne Hotels	Aer Lingia	CDL Hotels	\$219	17 properties in the UK and mainland Europe
1996				
Fortis Hotels	Fortis	Granada	\$3,870	
Travelodge in America	Fortis	HFS Inc	\$188	
Metropole Group	London	Stakis Hotels	\$207	
1997				
HEI Hotels LLC	HEI Hotels LLC	Starwood Lodging Trust	\$527	
Renaissance Hotels	Renaissance Hotels	Marriott Int	\$1,000	
Wyndham	Wyndham	Patriot American Hospitality	\$1,100	
PHH Corp	PHH Corp	HFS Inc	\$1,830	
Chadbourne Apartments	Chadbourne Apartments	Westmont Hospitality	\$250	7 32 apartments: Europe for an end-closed sale
California Jockey Club and Bay Meadows Operating Club	California Jockey Club and Bay Meadows Operating Club	Patriot American	\$22	
Grand Heritage	Grand Heritage	Patriot American	\$22	
Pratt	Pratt	Doubletree	\$4,700	
WHG Resorts & Casinos	WHG Resorts & Casinos	Patriot American Hospitality	\$350	
Carnival Hotels & Resorts	Carnival Hotels & Resorts	Patriot American Hospitality	\$485	
Gerson American Hospitality	Gerson American Hospitality	Starwood Hospitality	\$3	424 hotels in 62 countries for \$13.2bn
ITT Sheraton	ITT Sheraton	Westmont Hospitality	\$125	11 city centres and 24 island apartments
Orion Apartments	Orion Apartments	Starwood Hospitality	\$1,570	218 hotels in 23 countries
Westin Hotels & Resorts	Westin Hotels & Resorts	Patriot American	\$750	222 hotels sold
Interstate Hotels	Interstate Hotels			
1998				
ACIP Porto International Hotels	Granada Group	ENI (Eni Oil & Gas Co.)		Sold 50% stake to reduce debt, ENI now looking for new international partner
Inter-Continental Hotels	Savoy Group	Bass	\$1,760	187 hotels in 63 countries, 74 hotels in pipeline
Arctic	Arctic	Scandic	\$100	22 hotels in Scandinavia
Savoy Group	Savoy	Blackstone	\$520	5 hotels & 1 restaurant

1 Joint venture with Goldman Sachs; 2 Wajshel deal

SOURCE: FTI, AP, FORRESTER

the increasing popularity of golf.

Turnberry recently formed an alliance with The Greenbrier, the luxury golf resort hotel in West Virginia. "In the north-east [of the US] it is popular to take a four-day weekend and go to Europe. We want to fulfil that constituency's needs," says Mr Kleisner.

Christopher Rouse, who stepped down recently as director and general manager of Turnberry after 20 years, acknowledged the difficulties faced by many individual hotels. "It is hard for an independent hotel to market itself. We want to be able to use Westin's reservations systems and we need the brand loyalty customers of Greenbrier."

Preferred Hotels, a consortium of independently-owned luxury hotels, says it is not perturbed by the onslaught of the chains. Last year it formed a marketing agreement with the exclusive Seabourn Cruise Line to offer discounts on cruises and

hotel stays, to promote what it describes as a "lifestyle strategy" for the affluent market.

"The luxury market has been dominated by independent hotels because luxury is best provided on a local rather than corporate level," says Peter Cass, president of Preferred Hotels. "I welcome this [the consolidation] because it will isolate the demand for personal service which we provide and differentiate it from 'processed' luxury."

Pulling in the tourists - and their money



Top 20 tourism destinations

Rank	1990	1995	1996	1997	Country	1990	1995	1996	1997	Market share % of world total	1990	1997
1	1	1	1	1	France	52,467	62,406	66,800	11,52	10.29		
2	2	2	2	2	US	39,383	48,325	48,877	8.64	7.94		
3	3	3	3	3	Spain	34,085	40,541	43,403	7.48	7.04		
4	4	4	4	4	Italy	28,679	32,853	34,067	5.86	5.53		
5	5	5	5	5	UK	18,013	25,293	25,852	3.95	4.22		
6	6	6	6	6	China	10,484	22,785	23,776	2.30	3.85		
7	7	7	7	7	Mexico	17,175	21,405	22,700	3.77	3.88		
8	8	8	8	8	Poland	3,400	18,410	19,560	0.75	3.17		
9	9	9	9	9	Hungary	20,510	20,674	18,478	4.50	3.16		
10	10	10	10	10	Canada	15,208	17,285	17,556	3.34	2.85		
11	11	11	11	11	Czech Rep.	7,278	17,000	17,400	1.80	2.82		
12	12	12	12	12	Austria	19,011	17,000	16,575	4.17	2.86		
13	13	13	13	13	Germany	17,045	15,205	15,828	3.74	2.67		
14	14	14	14	14	Russian Fed.	-	14,587	16,000	-	2.43		
15	15	15	15	15	Switzerland	13,200	10,000	11,877	2.90	1.88		
16	16	16	16	16	Hong Kong (China)	6,581	11,703	16,524	1.44	1.71		
17	17	17	17	17	Greece	8,873	9,233	16,126	1.95	1.64		
18	18	18	18	18	Portugal	8,020	9,730	16,100	1.78	1.64		
19	19	19	19	19	Turkey	4,786	7,988	8,840	1.05	1.47		
20	20	20	20	20	Thailand	5,299	7,192	7,383	1.16	1.18		
21	21	21	21	21	World total	327,522	429,283	446,326	71.90	72.22		
					World total	445,547	584,140	616,835	100.00	100.00		

Top 20 tourism earners

Rank	1990	1995	1996	1997	Country	1990	1995	1996	1997	Market share % of world total	1990	1997
1	1	1	1	1	US	43,007	66,908	75,856	15.98	16.74		
2	2	2	2	2	Italy	20,016	30,018	30,000	7.44	6.69		
3	3	3	3	3	Spain	18,593	27,414	28,147	6.81	6.28		
4	4	4	4	4	France	20,184	28,367	27,947	7.50	6.23		
5	5	5	5	5	UK	14,940	19,238	19,875	5.55	6.43		
6	6	6	6	6	Germany	14,288	17,587	18,989	5.31	6.24		
7	7	7	7	7	Austria	13,417	18,590	12,383	4.99	2.78		
8	8	8	8	8	China	2,218	10,200	12,074	0.82	2.69		
9	9	9	9	9	Hong Kong (China)	5,032	10,536	9,636	1.87	2.15		
10	10	10	10	10	Switzerland	7,411	8,891	9,015	2.75	2.01		
11	11	11	11	11	Poland	4,088	8,400	8,000	0.13	2.01		
12	12	12	12	12	Australia	4,088	8,703	8,800	1.52	1.98		
13	13	13	13	13	Canada	6,339	8,988	8,825	2.36	1.97		
14	14	14	14	14	Thailand	4,326	8,884	8,700	1.81	1.94		
15	15	15	15	15	Singapore	4,595	7,918	7,950	1.71	1.77		
16	16	16	16	16	Russian Fed.	-	6,875	7,318	-	1.63		
17	17	17	17	17	Mexico	5,487	6,934	7,307	2.03	1.63		
18	18	18	18	18	Turkey	3,225	5,962	7,000	1.20	1.58		
19	19	19	19	19	Netherlands	3,836	5,258	5,587	1.38	1.47		
20	20	20	20	20	Belgium	3,721	5,883	5,887	1.38	1.44		
21	21	21	21	21	World total	194,862	310,948	328,728	72.43	71.55		
					World total	269,032	435,089	448,365	100.00	100.00		

SOURCE: WORLD TOURISM ORGANIZATION

TECHNOLOGY • by Roger Bray

## Armchair booking catches on

Flying via the web may never have been easier, but there may be the odd catch

Chartered accountant Tony Upson was looking for a walking holiday. He cannot remember the exact words he keyed into his computer, but the internet search engine produced the ideal solution - a small UK tour operator offering breaks at a hotel in Andalusia.

The holiday included a series of hikes, led by an English guide, across ancient Moorish trails in the limestone mountains behind Spain's Costa Blanca. "It was precisely what I was looking for," says Mr Upson. "I might have found out about the company by chance in the small ad of a newspaper, but if I hadn't used the internet I doubt whether I would have ever discovered it."

Surfing the net can be haphazard, too, and too few sites are updated with sufficient regularity. But it is already proving a potent means of matching discerning customers with such specialist companies and independent hoteliers - and for providing all travellers with information which may influence where they go and which airline they fly with.

Within a few minutes users can check the cheapest air fares on offer, search for hotels in an area they want to visit, see photographs of them, and call up a town map to find the nearest designer label factory outlets.

Users still grumble that the net is too slow, but it offers access to government warnings of health and crime risks around the world much more quickly than any other medium. And not only does it offer huge amounts of official information, such as that contained in the British Tourist Authority's 40,000-page site, which is attracting an average of about 141,000 visits a month. It is peppered



Many bookings, including flights on BA, can now be made from an office PC or a traveller's laptop

Photo: Jason Ormrod

with forums and personal sites containing quirky and sometimes critical views of destinations which may contradict the glowing prose of brochures.

Consumers remain hesitant about booking and paying online, however. In a survey of international long-haul business travellers, the International Air Transport Association (IATA) discovered that while 55 per cent of North Americans, 38 per cent of Europeans and 30 per cent of Asians accessed the net for flight information, only 3 per cent overall used it to book seats.

Of the majority who did not, 42 per cent said they still preferred going through their travel agents, 4 per cent thought it was too complicated, and the same proportion complained it was too slow.

As a result, many airlines and other travel companies are wary of introducing the software needed to accept secure payments before

demand increases. At the last count, 146 of the 255 carriers belonging to IATA had web sites, but only a handful of them accepted reservations and payment online.

One that does is British Airways, which takes bookings via the internet in 71 of the countries it serves and allows customers in 30 of them to pay by keying in credit card details. Yet although its site is attracting around 1m visits a month it is taking only about 100 bookings.

Roger Flynn, the airline's head of distribution, describes these bookings as the "little acorns" from which great oaks grow.

The potential for online reservations, even in this age of mighty technological leaps, is staggering. Software now becoming available enables travellers to make new bookings - or change old ones - wherever they are. For example, when Air Canada opened its "Cyber Ticket Office" last October the first international booking it took came from a business traveller, using a laptop in Beirut, who wanted to fly via Paris to Montreal and Vancouver - and back to Paris.

In the US, the total value of internet travel sales is forecast to top \$1.8bn this year and to reach \$8.6bn by 2002. Two big online agencies alone - Travelocity, an arm of the Sabre computer

reservations empire, and Microsoft's Expedia - look likely to generate \$300m of revenue between them this year.

Jupiter Communications, the electronic media research organisation, says online travel sales in the US totalled \$811m last year and will reach \$1.7bn by 2002.

By comparison, the internet's penetration in Europe is tiny. Datamonitor, the research company, says online travel bookings there totalled \$7.74m last year - or 7 per cent of all such commerce. But it predicts that as European consumers catch up with their American counterparts, that figure will rise to \$1.7bn by 2002, when Europeans will represent 35 per cent of the overall market.

These figures must be seen, however, in the context of a world tourism industry which was already generating \$425bn in 1995 and which is expected to grow at a rate of 4 per cent or more a year until 2010. Trade through the internet can be expected to grow sharply, however.

Conventional wisdom in the UK is that such growth will come through people looking for cheap, last-minute flights. Jupiter reckons that while airline bookings now represent 84 per cent of the US online travel business, its share will shrink to 69 per cent in five years,

while hotel and car hire reservations will more than double.

John Wallis, international marketing vice-president of Hyatt International, the hotel chain, goes even further. Last year the group took online bookings worth some \$2m - about 1.4 per cent of total revenues - and the online take for March of this year alone was \$1.4m. Mr Wallis expects online bookings to reach some \$80m - 10 per cent of the total - in four years' time.

Retail travel agents have mostly accepted that, rather than resist the change, they should turn it to their own use and add the value of personal service.

A belief persists that that many consumers will always want human contact with an experienced agent who can offer sound, unbiased advice. Some agents are considering whether they could set up short-cuts to a wide range of direct booking sites on the web, saving customers the need to spend time doing it themselves. They point out that their knowledge makes them better equipped than the individual traveller to find the best deals.

As Tony Hughes, chairman of the Guild of British Travel Agents, puts it: "We are long past the stage where the internet is seen as a threat. In fact, we now see it as a business tool to harness for the future."

Younger  
to the oc

Probl

449100 1350



CRUISING • by Charles Batchelor

## Younger set take to the ocean life

Rising demand for holidays afloat is good for operators and shipbuilders

Forget about deck quotas and blue-rinsed matrons sipping tea in the sun lounge. Grand Princess, the latest addition to P&O's fast-expanding cruise fleet, features a glass-walled "disco pod" suspended 150 feet above the waterline "accessed from the sports deck below by a glass-walled elevator".

Cruising is no longer the preserve of the elderly rich - though they still make up a large slice of those who holiday afloat - but is appealing to the younger, more energetic tourist set. This change in image has led to sharply rising numbers of cruise passengers and to a building boom in the handful of shipyards which specialise in cruise liners. A total of 4,866 North Americans took a cruise in 1997 - an increase of 8.6 per cent on the previous year - while the UK market expanded by 25 per cent to 521,500 passengers.

The British, along with the continental Europeans, are increasingly forsaking the traditional beach-based package holiday for a week or two afloat. The number of German cruise passengers rose 12.3 per cent last year to 401,000, while even the small Spanish market expanded by 29 per cent to 35,000 passengers.

"Cruising is growing faster in popularity than any other form of holiday," says Bill Gibbons, director of the UK's Passenger Shipping Association. "We expect the investment made by cruise companies in new and refurbished ships and in new itineraries will mean continued growth for some

years to come." The association forecasts that more than 600,000 Britons will take an ocean cruise this year.

The growing popularity of cruising has attracted new players such as Disney, Airtours, Thomson Holidays and Saga Holidays into the market, extending the appeal of the sector by offering more informal, more affordable cruises.

The established cruise operators, meanwhile, have been expanding the size of their fleets with ever-larger vessels. The Grand Princess, which made her delayed maiden voyage last month, weighs in at a record-breaking 109,000 tons, but she will be surpassed by a 130,000-ton vessel being built for Royal Caribbean Cruise Line and due for delivery in 1999.

P&O and its US Princess Cruises subsidiary have no fewer than six ships on order costing a total of \$1.5bn. They will add 12 per cent a year to the group's passenger capacity in each of the next five years.

Fears that the new buildings would swamp the market - prevalent when the 69,000-ton Oriana, with cabins for nearly 2,000 passengers, was "named" in 1995 - have been overcome. The present concern is that too modest a building programme will result in missed opportunities.

Carnival, the US company and the world's largest cruise operator, has an even more ambitious building programme with \$3.5bn of new ships on order. It is also completing the acquisition of Cunard, one of the most famous names in the cruise shipping industry and owner of the QE2. This purchase from Kvaerner, the Norwegian shipbuilding and construction group, will add five to the Carnival fleet.

But Micky Arison, Carnival's chairman and

chief executive, believes that so little of the market potential for cruising has been tapped that the new capacity will be absorbed easily. Studies of the North American cruise sector put the potential size of the market at 35m to 50m passengers.

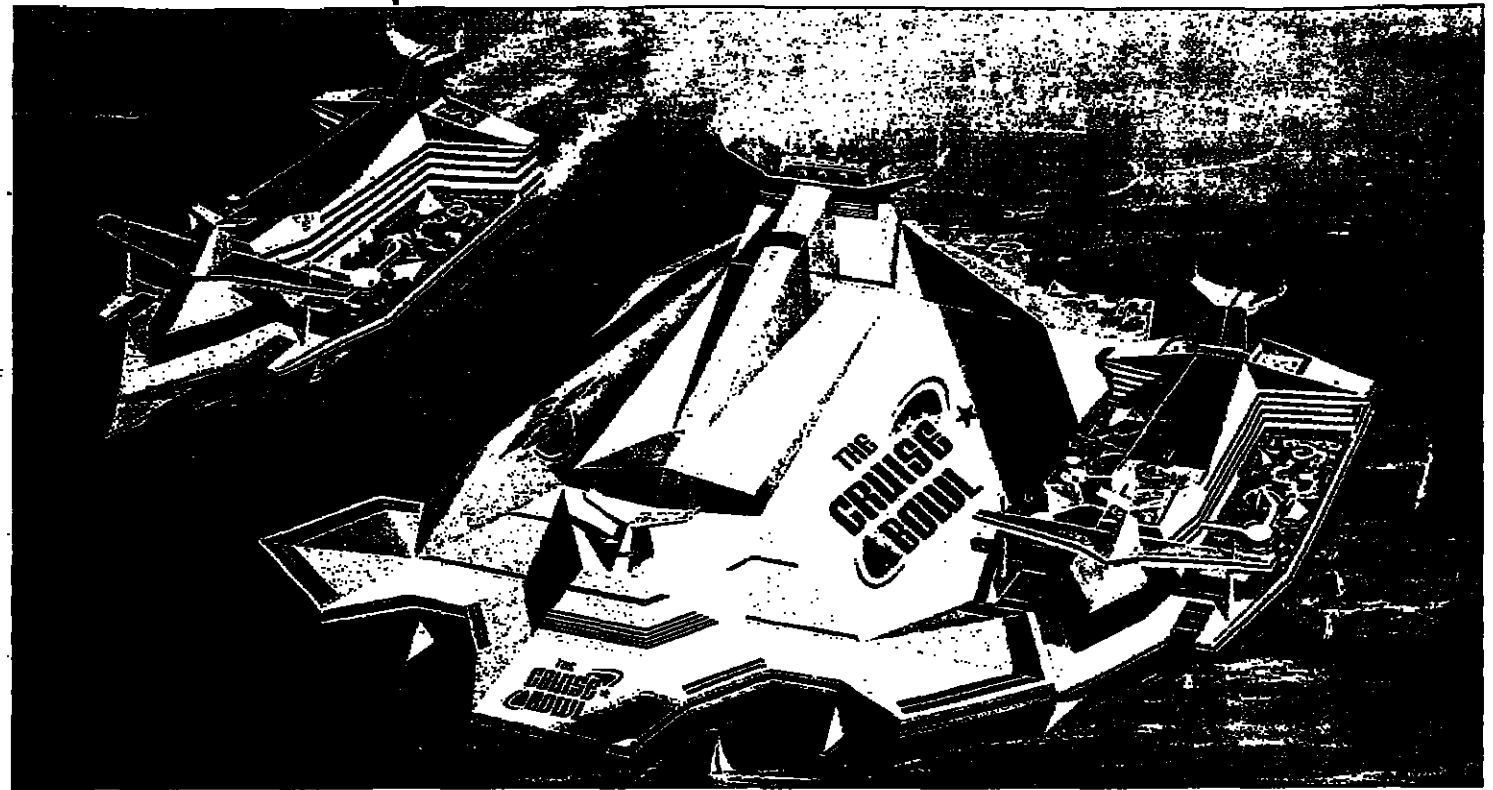
Despite the widening of the cruise market, it still draws many of its customers from among the wealthy. They are better able to weather recessions than other sectors of the tourism industry. Cruise passengers are typically people with savings rather than those still paying off a mortgage.

The larger vessels now being delivered - Grand Princess will have 1,396 cabins with room for up to 3,300 passengers plus a crew of 1,100 - give their owners huge economies of scale. But there is still scope for the smaller ship. Royal Olympic Cruises, a Greek operator, bought two secondhand ships, of 12,000 tons and 18,000 tons respectively, earlier this year to increase its fleet to seven ships.

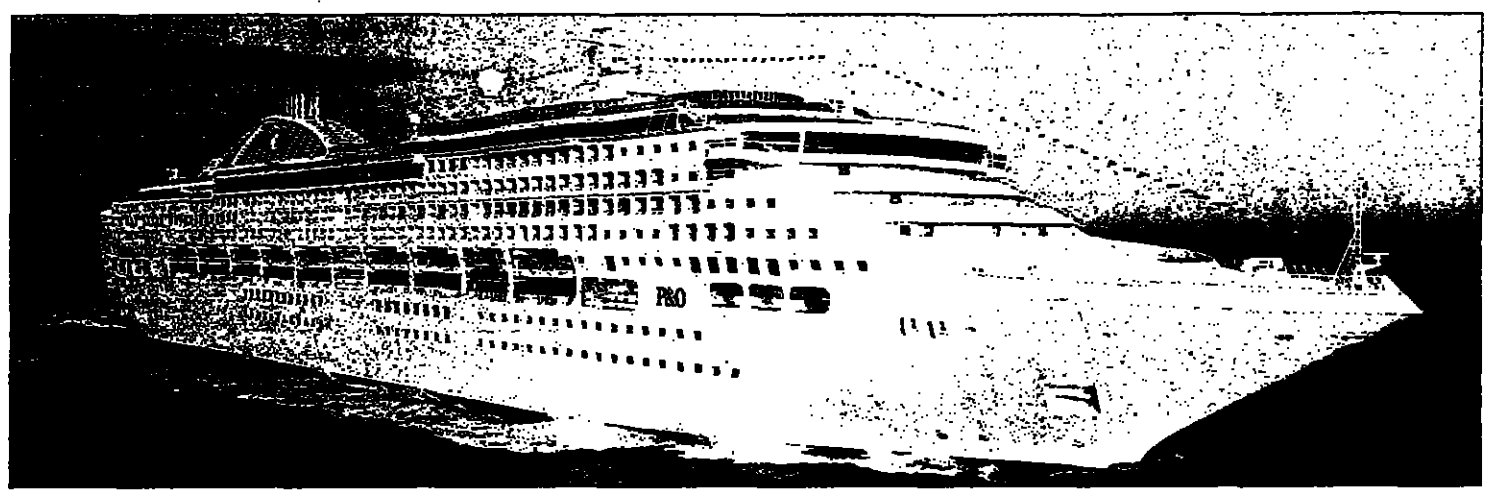
In the market for conventional vessels, there are signs that the limits of size have been reached. The largest cruise liners cannot pass through the Panama Canal, while the number of destinations capable of providing shore facilities for thousands of passengers is also limited.

But a new market for unconventional cruise liners may be about to be developed. John McNeece, a London-based designer of cruise ships, has put forward proposals for a 500,000-ton, 12-deck ship costing \$1.5bn.

This vessel, known as the Cruise Bowl, would comprise a mothership of 240,000 tons with two detachable satellites of 130,000 tons each. The mothership would house a 12,000-seat arena to stage concerts and sporting events, while the satellites



Cruise Bowl: John McNeece's visionary mothership and two satellites (above). Below, the Ocean Princess, which will be joining Princess Cruises' Grand class of superliners



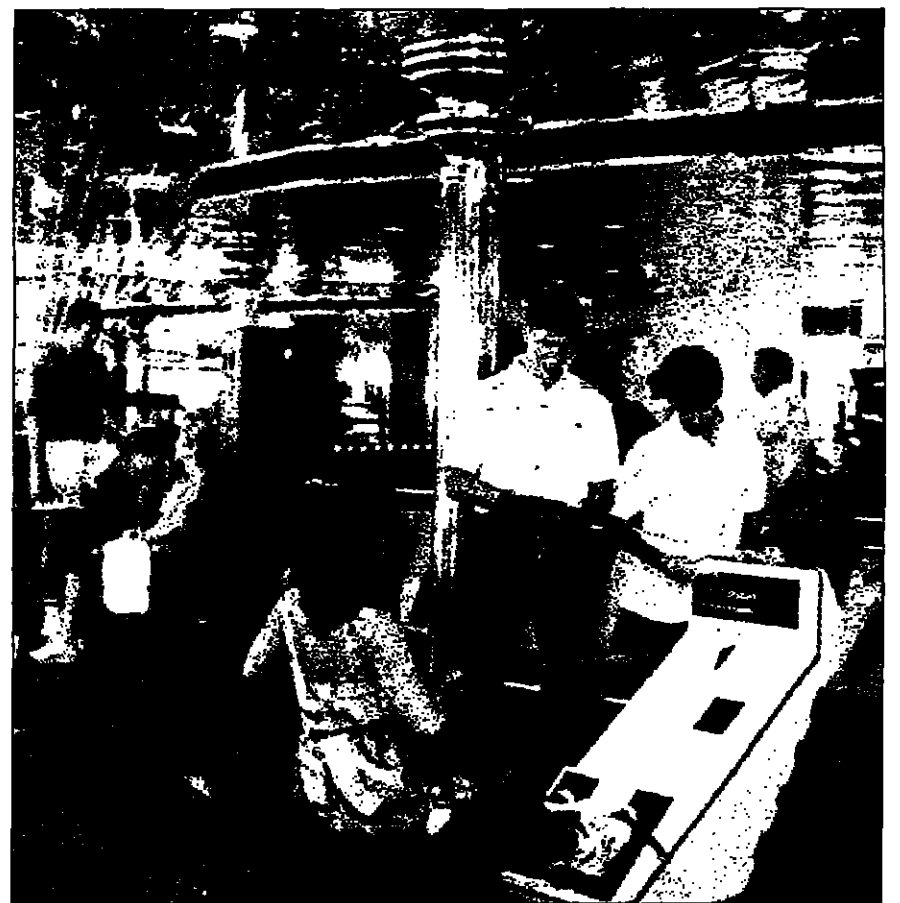
would provide cabins, shops and poolside areas.

Mr McNeece believes this approach would overcome the problem that the limited show lounges on even the largest of current cruise vessels cannot accommodate top acts.

He says: "If we have an 'event' as the crowd-puller the cruise becomes the add-on. In other words, it's not a cruise but a sports cruise or a

rock cruise or a combination of both and priced accordingly."

Mr McNeece acknowledges that the revolutionary nature of this proposal would require a backer "who relishes innovation". The established cruise operators are sceptical. At a time when the conventional notion of cruising is enjoying such success there will be few supporters of change on such a scale.



Getting ship-shape: P&O's Oriana has a gymnasium with facilities for all ages

TIMESHARE • by Scheherazade Daneshkhoo

## Problems are on the decline

The sector has cleaned-up its image - helped along the way by legislation

The timeshare industry is probably best known for having a bad name. So it may come as some surprise that it is also one of the tourism industry's fastest-growing sectors, increasing at an annual rate of almost 20 per cent - well above the rate of international tourism arrivals - since 1980.

The value of timeshare sales has grown from \$450m in 1980 to \$5.7bn in 1997. The number of timeshare owners has increased from 155,000 to 3.5m over the same period. Timeshare has its roots in the property sector. It began in the late 1960s in the French Alps and was taken up in the US during the oil price rise in the mid-70s. Developers were left with empty properties after a building boom in Florida and used the idea of timeshare to sell each apartment in one-week portions.

Timeshare has since spread to most parts of the globe, with new resorts being developed from India to Aruba.

The industry's mantra is that you are getting tomorrow's holidays at today's prices. Holidaymakers have the right to use accommodation for a specified number of weeks over a specific period of time (or sometimes for ever).

Purchasing the right involves paying an initial lump sum and an annual maintenance fee. Many people also pay an optional annual membership fee to an exchange company so they can swap their weeks for a holiday at a different resort.

An Office of Fair Trading report published in the UK in 1990 concluded that the cost of timeshare did not seem to compare favourably with that of a series of annual self-catering holidays. But it also said that the majority of timeshare owners writing to the office during the year-long investigation were content with what they had bought.

That report was prompted by consumer complaints about the high-pressure selling techniques employed by some operators. These included inviting holiday-



A share in the sun: timeshares range from the simple to the exotic

Trends in worldwide resort timeshare industry

Year (2003)	Timeshare owners	Timeshare units	Interval sold	Share value (\$m)
1980	505	155,000	100,000	0.450
1982	900	255,000	200,000	1.155
1984	1,550	420,000	275,000	1.755
1986	1,775	570,000	340,000	1.815
1988	2,100	1,210,000	550,000	2.550
1990	2,357	1,200,000	405,000	3.240
1992	3,000	2,283,000	500,000	4.250
1994	4,145	3,144,000	680,000	4.700
1996	4,350	3,284,000	750,000	5.000
1998	4,500	3,550,000	820,000	5.300
1997	4,700	3,750,000	845,000	5.670

Source: OFT

makers in a resort to go to collect a prize only to find themselves subjected to two hours of timeshare sales talk. The OFT recommended a new law to protect consumers.

The Timeshare Directive of the European parliament which was drawn up in 1994 for implementation by EU member-states by April last year is aimed at reinforcing consumers' rights. The measures include requiring a 10-day cooling off period so buyers can withdraw even

after signing a contract, and prohibiting advance payments for a timeshare.

Although only five EU member-states have enacted the regulations, others are close to doing so, including Spain, where much of the timeshare sold in Europe is situated. In the US, where the industry has distanced itself from the negative image of timeshare by renaming it vacation ownership, similar legislation was developed in the 1980s.

"There are still problems,

but far less than there used to be," says Neil Cooper, chief executive of The Timeshare Council, the UK-based industry body. "And once the legislation is in force in Spain they will probably disappear at a stroke."

Greater consumer protection has contributed to the recent rapid growth of the industry, as has the arrival of exchange companies. RCL, the larger of the two main international exchange companies - with a market share of 70 per cent - was

bought by Cendant, the US direct marketing company, in 1996 for \$625m. Miami-based Interval International, the other large exchange company, was acquired in 1997 by a consortium led by Willis Stein, a Chicago-based investment group.

Eric Pfeiffer, president of the hotels division of Cendant, says the high rates of growth in the timeshare industry make it an attractive one in which to invest.

"At the beginning of any product, when people get aggressive and there is no power administering the ethics, some developers can create a tarnished image. Now there is more regulation and more flexibility to exchange properties. Things have also changed because of the entry of international chains such as Hyatt Hotels and Ramada."

Marriott was one of the first of the international hotel chains into the US timeshare industry and was followed by Hilton Hotels Corporation and Disney. Four Seasons, the luxury chain, opened its first timeshare in California last year. Airtours, the UK package holiday group, has also entered the industry with a resort in Florida.

Although the hotel chains have confined themselves to the main North America and the Caribbean, Marriott has recently entered the European timeshare market.

Deborah Anthony, partner in the hospitality division of Arthur Andersen, the accountants, says the potential for generating very large returns is so great that there is little doubt that more operators will enter the industry. She believes that one reason why more have not already entered may be because marketing costs are still very high.

"The quality of many of the new developments is five-star standard, making timeshare aspirational, particularly for those who would like a second home but cannot afford one, according to Mr Cooper at The Timeshare Council. "Initially timeshare was a new thing but now it has come of age. We are likely to see the same rates of growth continuing."

Mr Pfeiffer agrees. "Vacation ownership has penetrated 3 per cent of US households. It's only a 20 year industry - this is just the beginning."

## MERCHANT COURT HOTEL

(Stay business)

## ROOMS NOW AT 50% OFF

(Pay economy)

Merchant Court Hotel now improves economy for the business traveller in Singapore. Our Summer Executive Offer gives 50% off room\* rates from now till 15 September.

Take a room on the executive floors, and you'll also receive a credit of up to \$520 nett off† sundry charges, per room, per night, plus all privileges of The Merchant Club, Express check in/ check-out, Unlimited local calls, Daily continental breakfasts, Refreshing evening cocktails, Notebook PC and fax-printer provided in room upon request.

To capitalise on this, just book at least 7 days in advance. You'll appreciate the returns. For reservations, call : 0800 25 28 40 (UK).

\* Deluxe rooms and above, excluding suites † Certain conditions apply Present this ad when you check in to receive a special gift.



MERCHANT COURT HOTEL

100, ROBINSON ROAD, SINGAPORE 068966

TELEPHONE: 05 233 8888 FAX: 05 233 8889

TELEFAX: 05 233 8888 E-MAIL: MCH@MCH.COM

INTERNET: WWW.MCH.COM

© 1998 MERCHANT COURT HOTEL. ALL RIGHTS RESERVED.





صحة من الامم

CURRENCY MOVEMENTS • by Roger Bray

## Strong sterling still making its mark

Not only is the number of visitors to the UK down, spending patterns are changing

For those who earn a living from visitors to Britain, the strong pound is a smouldering fuse. Will it fizzle out, or will it touch off a blast powerful enough to blow away the industry's recent impressive gains?

Widespread optimism persists among hoteliers and others at the sharp end of the business that sterling's buoyancy will cause little damage - and certainly not this year.

Others are less sanguine, pointing out that it is beginning to have an impact already. There are signs, for example, that foreign visitors are doing less shopping.

In the first three months of this year the number of visitors arriving in the UK fell by 7 per cent compared with the same period of 1997. There were 10 per cent fewer Europeans, though industry sources suggest that the French market was down by significantly more and that arrivals from the Middle

East, Africa and Asia dropped by 12 per cent.

These statistics should not be taken entirely at face value. Several percentage points must be lopped off the figures because Easter was in April, whereas last year it was in March. The fall in tourism from parts of Asia has more to do with ailing economies and plummeting currencies there than with the rise of sterling, and cheaper accommodation, and arrivals from the UK rose sharply during the quarter.

Despite these qualifications, however, the overall downturn is ominous. David Quarumby, chairman of the British Tourist Authority (BTA), says: "A 10 per cent increase in the value of the pound against other currencies can lose £1.5bn of revenue from overseas visitors and 30,000 tourism jobs - although the full effect can take 18 months to work through."

The BTA still predicts that, overall, the number of tourists visiting the UK will increase by 3 per cent this year from the 1997 total of 28.2m. It believes business from Europe will be up 2 per cent despite everything, and that from across the Atlantic - including Central and South America - it will rise

by 11 per cent.

Its bullishness is backed by the British Hospitality Association. Jeremy Logie, that organisation's chief executive, says: "The number of foreign guests may be down a little bit but there is no sign of a significant shortfall. Some visitors are cutting the length of their stay, but there is no indication that they are trading down to cheaper accommodation. Room rates are holding up well."

However, the British Incoming Tour Operators' Association (BITOA), whose 310 members handle around 40 per cent of all arrivals from abroad, is much more pessimistic.

"We forecast a 6 per cent fall overall," says chief executive Richard Tobias, "which works out at just under 1m tourists and represents about £500m of spend. And we reckon our figures are more accurate than the BTA's, which include day visitors, who made up nearly 10 per cent of last year's total."

"So far western Europe is showing the biggest drop of the lot. Asian markets are down by around 30 per cent, but you have to be careful

with that figure because arrivals from some countries are more depressed than from others. For example, Singapore and Hong Kong are holding up quite well; Thailand is not."

How is all this affecting the UK industry? BITOA members say tourists are typically visiting three attractions - such as theme parks - where last year they might have taken in four. And they dispute the British Hospitality Association's claim, insisting that while five-star hotels have remained relatively immune, travellers on tighter budgets are staying in three-star, rather than four-star hotels.

Though sterling has fallen a little from recent dizzy heights, logic suggests BITOA is right to be cautious. A vivid illustration of the currency impact on hotel prices comes from a report just published by management consultants Pannell Kerr Forster. It shows that while average achieved rates in London - the amount guests paid rather than the published rates - rose by 9.8 per cent in sterling terms but by 32.6 per cent if calculated in D-Marks.

Pamela Webber, economist at the British Retail Consor-



London's Oxford Street continues to attract hordes of shoppers, but many towns and cities are feeling the pinch

tium, says: "The strength of sterling is definitely having an impact. The major stores in London are telling us this, and VAT reclaimers by tourists are down."

"It is also having an impact in other tourist areas, such as York and Canterbury. The tourists are still coming to London - but they must be sightseeing rather than shopping."

The contention that currency fluctuations have a delayed reaction is borne out by last year's figures. Four

per cent more tourists came in defiance of the fact that sterling strengthened by 17 per cent against a basket of currencies commonly used by the Bank of England. And they spent a total of £12.8bn, a rise of 3 per cent on the previous year.

BTA economist Chandra Sonpaul says: "Sometimes it takes time to sink in that a country is becoming more or less expensive. The impact on short-haul travel can be quite quick. The French market, for example, can

make instant decisions to come here and do some shopping. But with the long-haul market it can take longer."

It is some compensation for the UK domestic travel industry that the pound has not appreciated as strongly against the US dollar as it has against some European currencies. The dollar's average value against sterling last year was 1.64, compared with 1.56 the previous year. And while it has risen to around the 1.70 in recent

months, its level now is little different from last summer's. Mr Sonpaul does not believe that is enough to deter travellers. "In my opinion the variation would have to be anything between 15 and 20 per cent over a medium to long period to make any significant difference."

If he is right, the crucial issue for Britain's tourism industry will not simply be sterling's current flight level but how long it can maintain altitude.



Not only does national tourism satellite accounting measure spending by visitors on travel services such as accommodation and transport, but it also measures retail purchases by tourists of goods such as cameras, fuel, toothpaste and sun hats

SATELLITE ACCOUNTING • by Marian Edmunds

## Trying to make it add up

Measuring the real worth of tourism may lead to more accurate planning

The World Travel and Tourism Council (WTTC) estimates that tourism and general travel accounted for 30.7 per cent of worldwide gross domestic product in 1996, and this figure is predicted to rise to 11.5 per cent by 2006.

Exact figures are difficult to come by, however, as most governments do not use the same rigorous accounting methods they use for other industries. Nor do traditional methods from the demand side penetrate the inter-activity between tourism and non-tourism economic activities.

The World Tourism Organisation (WTO), the WTTC, and the Organisation for Economic Co-operation and Development (OECD) are all proponents of the Tourism Satellite Account (TSA), a method similar to that used by other industries which reconciles the demand approach (spending by visitors or on their behalf) and the supply approach.

The TSA measures tourism-related economic activity and determines what percentage of each industry comprises tourism. For instance, tourism will form a high percentage of the account for hotels but restaurants might have a smaller percentage if they are used predominantly by local residents.

"TSA is the only way to have an overall view of tourism's impact on the economy on an equal footing with other areas of household consumption," says Enzo Paci, chief of statistics, economic analysis and market research for the WTO.

A draft TSA has been submitted by WTO to the United

Nations to measure its consistency with the UN system of national accounts.

The WTO has also helped the Dominican Republic to launch its TSA. Since implementation, that nation's measurement of tourism's contribution to GDP has risen from 7 to 17 per cent.

While the WTO, the WTTC and the OECD are united in their support of TSA, they differ in some details. "The WTTC's TSA method can be considered as an extension of the basic system of the accounts," says Mr Paci.

The WTO hosted a meeting at its Madrid headquarters in March at which 25 countries and representatives from leading industry groups associations and the OECD and WTTC attempted to unite their aims.

"It is a kind of marriage, or interface, of the public and private sector," says Geoffrey Lipman, president of the WTTC. "Had it been left just to the public sector, the nature and form of the satellite account would have been quite different and would not have brought out some of the things which we believe are important. That would have missed the flow-through effect where an element of GDP is driven by consumer demand for a travel product," he says.

"It is easy to prescribe the satellite account for those things you feel you can control but then you miss out on some of the real impacts. Policymakers from the transport sector will not look seriously at figures if they exclude things which are relevant to them," he says.

The WTTC, a global coalition of about 70 chief executive officers in the travel and tourism industries, has invested \$2m in the past eight years to work with WEF, a world-renowned economic forecasting company, on an interim system to stimulate satellite accounting.

The WTTC has also published educational brochures on TSA. The contribution of travel and tourism to GDP and employment is recorded under consumer or visitor spending; government spending to provide services to visitors and travel companies; capital investment in infrastructure and facilities; and foreign trade. Tourism does not currently fall within any of the designated industrial classifications used to gather data for GDP, although it does figure in balance of payment calculations.

Some nations are well advanced with TSA: Canada introduced an account in 1994 and is now able to break down the impact of tourism on various sectors. It has determined, for instance, that air travel accounts for 20 per cent of the total tourism expenditure while travel by car follows closely behind at 17 per cent.

Mexico is preparing to launch a TSA within a year and several countries including the US and the UK have undertaken assessment programmes.

Egypt's satellite accounting working group has already changed some of its procedures for measuring arrivals with Egyptians residing abroad counted as tourists when they visit the country.

Start-up costs for a TSA can be high, but less so for countries with sophisticated means of gathering statistics, such as the UK.

To implement a TSA two basic principles must be decided, says Mr Francesco Frangilli, secretary-general of the World Tourism Organisation which has put TSA as the top of its agenda for the coming year. The first is to agree on the universal definition of a tourist. Is it someone who stays outside their normal environment or is it someone visiting a res-

taurant on the other side of a city?

The second is that the satellite account should be applicable to all countries, and that it should be as consistent as possible with the UN system of national accounts.

TSA will be discussed at the World Conference on the Measurement of the Economic Impact of Tourism to be held in France next year.

If progress is made, many of the difficulties thrown up by the current demand-side research techniques which excluded entire facets of tourism activity may be tackled. In the 1996 UK tourism survey, (Office of National Statistics) 13 per cent of holidaymakers said they visited museums and 4 per cent watched sport, but as many as 60 per cent had no activity listed. That does not mean they are all couch potatoes.

According to Dr Andrew Church and Dr Paul Bull, lecturers in geography at Birkbeck College, London, who are researching the economic and employment impacts of tourism in London, "those visitors...shop, eat, drink and see friends," activities not mentioned in the survey. "Measuring figures for tourism in London is currently complicated by the fact that we know very little about tourist itineraries. Although we have some idea of visitor attractions, we know very little about where visitors spend money at places in between," they say.

TSA can go some way towards filling the gaps. "Cities like London, Paris and New York are some of the world's most significant tourist destinations and identifying the impact of tourism, given the complex relationships with other city activities, might be difficult to measure even with satellite accounting," says Dr Church and Dr Bull.

THE ENVIRONMENT • by Marian Edmunds

## Juggling the demands

There are doubts whether WTO's new code of ethics will carry sufficient clout

The tourist is a demanding species. He sees two palm trees in front of an azure sea in a glossy brochure and expects nothing less than paradise - at a knockdown price. But holiday destinations are not paradise - they are just places other people call home.

Attempting to satisfy those demands while meeting the environmental, social and economic needs and rights of the host community is a juggling act for any local authority. And knowing how to find environmentally-responsible tour operators is also challenging.

Consequently, the World Tourism Organisation (WTO), an inter-governmental body under the auspices of the UN is preparing an international code of ethics for tourism to set out the responsibilities of all participants in the industry.

Although it will not be binding, the code will be monitored. "It is the first public campaign directed by WTO at the general public," says Henryk Hadszoh, the WTO's chief of quality of tourism development.

The move has generally been welcomed but there are doubts that it will provide a mechanism for change. Tourism Concern, a British network for people with an ethical concern for tourism's impact on communities and environment, is sceptical about the credentials of some participants.

All too often, however,

"the committee of the code currently includes Iran, Algeria, Egypt, Brazil, Portugal and Malaysia - some of whom have deplorable human rights records, only three of whom are major tourist-receiving countries, and none of whom are major tourism sending countries," says Tourism Concern in its recently report, *Tourism and Human Rights*.

The report describes several tourism activities which flout the Universal Declaration of Human Rights by denying the local community access to their natural resources. At a holiday resort in Goa, for instance, water is piped to the hotel while villagers are forced to rely on well water.

There is an increasing demand for tourism as a commodity to be fairly traded. Less than one-third of the money spent by foreign tourists on their holidays finds its way into the local economy. Consequently there is little reward, or even compensation, for environmental and other impacts of tourism.

But wealthy nations also need to ensure that their tourism activities are sustainable at a local level and they, too, need to protect their natural resources and cultures. The UK has been criticised for focusing on attracting inbound tourists while under-investing on the supply side. Recently, however, the department for culture, media and sport, under whose remit tourism falls, published a consultation document calling for views on sustainable tourism development.

All too often, however,

environmental issues are ignored until a problem becomes too big to ignore. Mallorca, one of Europe's top package tour destinations, was made to rethink its strategy when its water supply diminished to a trickle in 1994.

The local supply had become salty and the islanders and visitors alike had to rely on shipments of water from Barcelona. A desalination plant opening at the end of this year will solve the most pressing problem but new policies have evolved from the crisis.

In Calvia, a district of 30,000 people on the island which attracts 1.2m visitors annually, high-rise hotels built hastily in the resorts of Magaluf and Palma Nova in the 1960s and 70s are being upgraded or compulsorily purchased then destroyed and replaced by green areas. From a crisis four years ago, Calvia was recently commended in the European Sustainable City awards for successfully combining ecology with tourism.

New zoning laws prevent further development, and the entire island has introduced the Law of Golf which allows only waste water to be used on courses.

So far, however, the most conspicuous campaigns to improve the environmental performance of tourism have arisen in the private sector. But are these programmes devised for altruistic reasons or as a public relations tool?

Geoffrey Lipman, president of the World Travel and Tourism Council, a global coalition of industry chief executive officers, believes that sustainable ideals must be put at the core of planning to "position the industry where it can control its

own destiny". The WTTC and Green Globe, its environmental management body, have set up a certification programme. It is designed and operated by Societe Generale de Surveillance (SGS), a large international testing, inspection and verification organisation.

SGS has certified more than 15,000 organisations against ISO 9000 Quality Management Standard in the past decade, and more than 300 organisations against the new ISO 14000 Environmental Management Standards. With the WTTC and Green Globe, SGS is testing the programme in the Caribbean, one of the world's most intensive tourism destinations.

The WTTC has invested \$1m in support of its Agenda 21 goals for travel and tourism but, says Mr Lipman, "you can't prescribe anything".

It appears, however, that suppliers and customers are increasingly taking steps themselves. In a survey of 200 guests taken at the Scandic eco-hotel in Sjoelyst, Norway, 49 per cent said that the hotel's eco-friendly nature had influenced their initial decision to stay.

In the business travel sector, where the profit margins are greater, the UK Institute of Travel Management, which includes 400 buyers and 200 suppliers, is working with Tourism Concern to find tools to ensure that business travellers may contract environmentally-sound products. By providing a mechanism for identifying suppliers of travel who are committed to environmental improvement, the likelihood is that better standards will be encouraged industry-wide.

**HUNGARY**

OPEN DOORS. OPEN HEARTS. OPEN MINDS. Visitors to Hungary experience friendliness and cordial hospitality all along, also when paying a visit to the country's legendary spas. Hungary is the richest country in the world... at least in terms of thermal springs. It was the water of these that the Byzantine empress liked to sip, many monarchs took soothing baths in and that made pilgrims of ancient Rome and Turkish pashas come on pilgrimage to this land. The health-seeking travellers of today are awaited by hundreds of thermal springs and baths - including a couple of marvellous monuments from Turkish times. However, one needs not be ill to enjoy the benefits of these waters. If you wish to preserve your health, desire a beauty treatment or simply seek recreation, come and enjoy the relaxing floating in the smoothly flowing thermal water - as well as heartfelt Hungarian hospitality.

Would you believe that Hungary is the richest country in the world?

For more information, please contact:

HUNGARIAN NATIONAL TOURIST OFFICE  
44, Euston Place, London SW1E 6AL  
Tel: (01753) 825-0032, Fax: (01753) 825-1450

For more information, please contact:

MTA Hungary, Budapest, 1052  
Tel: (36-1) 77-9900, Fax: (36-1) 447-9656  
E-mail address: [tourism@hungary.hu](mailto:tourism@hungary.hu), [hungary@tourism.hu](mailto:hungary@tourism.hu)  
Homepage: <http://www.hungarytourism.hu>

# A Renaissance Person expects a hotel stay to be a rewarding experience.

(Earning points is a good start, don't you think?)



**Marriott REWARDS™**

Now you can earn Marriott Rewards™ points toward free holidays at participating Renaissance Hotels and

Resorts worldwide. It's just one of the ways we try to make your stay at a Renaissance truly special.

You see, we take guest satisfaction very, very seriously. It's the essence of

Renaissance Hospitality™. It means if you make a request, it is graciously attended to. No matter what. At Renaissance hotels,

you'll enjoy superb dining, comfortable accommodation and a warm, inviting atmosphere.

At over 70 locations in 23 countries. And now you earn Marriott Rewards™ points at participating Renaissance Hotels and Resorts worldwide.

A Renaissance experience is always a rewarding one. Now, more than ever.

It's time for a Renaissance.



**RENAISSANCE.**  
HOTELS AND RESORTS

For reservations and information: Asia: Australia: 1 800 222 431 New Zealand: 0 800 441111 Hong Kong: 2525 9966 Indonesia: 001 800 852 2434 Tokyo: 81 3 5405 1511 Japan: 0120 222 332 Malaysia: 800 2706 Singapore: 800 852 3124 South Korea: 0078 852 1 2436 Taiwan: 0800 85 5316 Thailand: 001 800 852 2435 Europe: Austria: 0800 201 386 Israel: 177 4404475 Spain: 900 98 89 17 Portugal: 0505 44 11 07 England: 0800-181737 Ireland: 1800-282627 Switzerland: 155-2620 Sweden: 020-795107 Denmark: 800-10113 Norway: 800-11022 Finland: 9800-14423 Germany: 0130-812340 France: 0590-6540 Belgium: 0800-13219 Netherlands: 06-0227337 Italy: 1678-72090 Hungary: 00800-11914 Luxembourg: 0800-2270 Internet: renaissancehotels.com

Renaissance Locations: Asia-Pacific: China: Hong Kong (2) • India: Goa • Japan: Gifu, Naruto, Okinawa, Sapporo, Tokyo • Korea: Seoul • Malaysia: Kuala Lumpur (2), Melaka, Sandakan • Myanmar: Yangon • Philippines: Manila • Vietnam: Saigon (2) • United Arab Emirates: Dubai • Australia: Sydney • Europe: Austria: Vienna (2), Salzburg • Czech Republic: Prague • France: Paris • Germany: Chemnitz, Dusseldorf, Hamburg, Heidelberg, Karlsruhe, Cologne, Leipzig, Munich • Russia: Moscow • Switzerland: Zurich • The Netherlands: Amsterdam • United Kingdom: London • Turkey: Antalya, Istanbul • Middle East: Egypt: Alexandria • Israel: Jerusalem • North America: Arizona: Scottsdale • California: Indian Wells, Long Beach, Los Angeles, San Francisco (2) • Colorado: Denver • Washington, D.C. (2) • Florida: Orlando (2), St. Petersburg • Georgia: Atlanta (3), Lake Lanier • Hawaii: Maui • Illinois: Chicago, Oak Brook, Springfield • Maryland: Baltimore • Massachusetts: Boston • Missouri: St. Louis • New York: New York, White Plains • Ohio: Cleveland • Tennessee: Nashville • Texas: Austin, Dallas (2), Houston • Washington: Seattle • Canada: British Columbia: Vancouver • Ontario: Niagara Falls • South America: Brazil: São Paulo • Caribbean: Dominican Republic: Santo Domingo • Grenada: St. George's • Jamaica: Ocho Rios • U.S. Virgin Islands: St. Thomas

UNTIL  
HA  
AS SOPH



JAVICO 1350



FINANCIAL TIMES SURVEY

# COURIER AND EXPRESS SERVICES

Two of the big four integrators now have post offices as owners or large minority shareholders. Charles Batchelor reports

## The postmen have rung twice

The notation later this month of TNT Post Group will create the world's first listed postal company and confirm the transformation of the traditional state-owned post offices into broadly based express delivery businesses.

Few observers of the parcels industry would have guessed five years ago that the cosseted state postal monopolies would be able to reinvent themselves as powerful players in one of the most competitive areas of the services sector.

Yet two of the four "integrators", the internationally active courier groups which have made the running over the past two decades, now have post offices as owners or large minority shareholders.

Deutsche Post, the German post office, acquired a 22.5 per cent stake in DHL in March, with an option on a further 2.5 per cent. Meanwhile KPN, the privatised Dutch postal and telecommunications group, has been working on the listing of its non-telecom activities since acquiring TNT in October 1996.

The two US-based integrators, FedEx and UPS, have remained outside the fray, though FedEx has sought expansion through the acquisition last October for \$2.4bn of Caliber Systems, a US package carrier and contract logistics group.

The links that are being forged allow the post offices to combine their national parcels networks with the international delivery systems developed by the integrators.

Deutsche Post will market

DHL's air-based overnight service through its 15,000 post offices and give DHL access to the road-based network for "deferred" - two to three day - deliveries.

They also allow the post offices to invest the strong cash flow generated by their mature mail businesses in the more exciting areas of express deliveries and logistics.

For the time being, though, the UK Post Office is not an equal player in these international markets. For a country which led the privatisation drive in so many other areas, Britain has been slow to take a decision on the future of its state-owned Post Office and of Parcelforce, its express parcels arm.

A government-commissioned review of the future of the Post Office is not expected to produce its findings until the Autumn. Kevin Williams, managing director of Parcelforce, draws comfort from the fact that the brief is to look at "how" to give the Post Office commercial freedom rather than "whether".

Parcelforce's competitors accuse the Post Office of cross-subsidising the heavily loss-making parcels company. They say that with 24 per cent of the UK market, which makes it the largest player, it already has all the commercial freedom it needs. But Mr Williams says government controls mean he is unable to form joint ventures with business partners or make acquisitions.

"We are not at the feast. We are the spectre hovering over it," he says. The public sector rules mean he is

unable to raise outside funds for expansion or pay his staff competitive rates. In the meantime, foreign competitors, which are able to cement alliances, set up offices in the UK to grab a share of the market.

The limits imposed on the amounts Parcelforce can invest mean it is unable to take equity stakes in other companies. But it has contractual links with 18 private sector partners in continental Europe.

International partnerships have been the traditional means by which national companies expand beyond their borders. But, because there is typically no exchange of equity stakes, these alliances have come under threat from the more acquisitive groups.

When Belgian Parcel was acquired by Deutsche Post, this left the General Parcel alliance with no Belgian member to service the network though a replacement, ABX, was quickly found. Some of the alliances are attempting to set up cross-equity shareholdings to prevent gaps appearing in their networks.

Despite the rapid growth of the past few years, the parcels sector still has considerable potential, even if some of the more mature domestic markets, such as the UK, show signs of slowing.

Alan Jones, chief executive of TNT UK, cites the recent example of a mislaid hologram - intended to deter counterfeiting of the new euro currency banknotes - as a powerful argument for the door-to-door delivery industry.



The hologram disappeared at the beginning of May after being taken to be loaded on to an Air France flight from Paris Roissy airport to Munich by a security company. The package, was due to travel unaccompanied in

the aircraft's hold. Companies like TNT and the other "integrators", which take responsibility for every stage of a shipment are in a better position to provide door-to-door control and reliability, says Mr Jones.

Factors driving continued growth include the fact that businesses worldwide remain keen to outsource their distribution systems to capture the economies of scale that an in-house operation often cannot bring.

The growing need to reduce stock levels has forced industry to embrace just-in-time techniques that require efficient, guaranteed delivery of components. As industry becomes more global, companies depend

increasingly on the international shipment of parts and documents. Meanwhile, political changes in central and eastern Europe, and the progressive removal of trade

CONTINUED ON PAGE 2

# UNTIL OTHER DELIVERY COMPANIES HAVE A TRACKING SYSTEM AS SOPHISTICATED AS OURS, YOU'LL JUST HAVE TO TRUST THEM.

Once an important package leaves your hands, about all you can do is keep your fingers crossed. Unless of course you've made the exceedingly wise decision of sending your package UPS.

You see, only UPS offers you the security of Total Track®, a highly-sophisticated computerised package tracking system that monitors the progress of your package from its point of origin all the way to its destination. Here's how it works. Your UPS driver now carries a hand-

held computer to electronically record critical information about the status of your package. Throughout the day the information is automatically downloaded from his vehicle to the UPS mainframe.

Using UPS OnLine™ Tracking software (or the Internet), you can access that information on your PC within minutes. You can determine the whereabouts of your package at any point along the delivery

route or confirm delivery including the exact time and the name of the person who signed for it. This unique technology is so advanced, it even allows you to view the actual signature of the recipient.

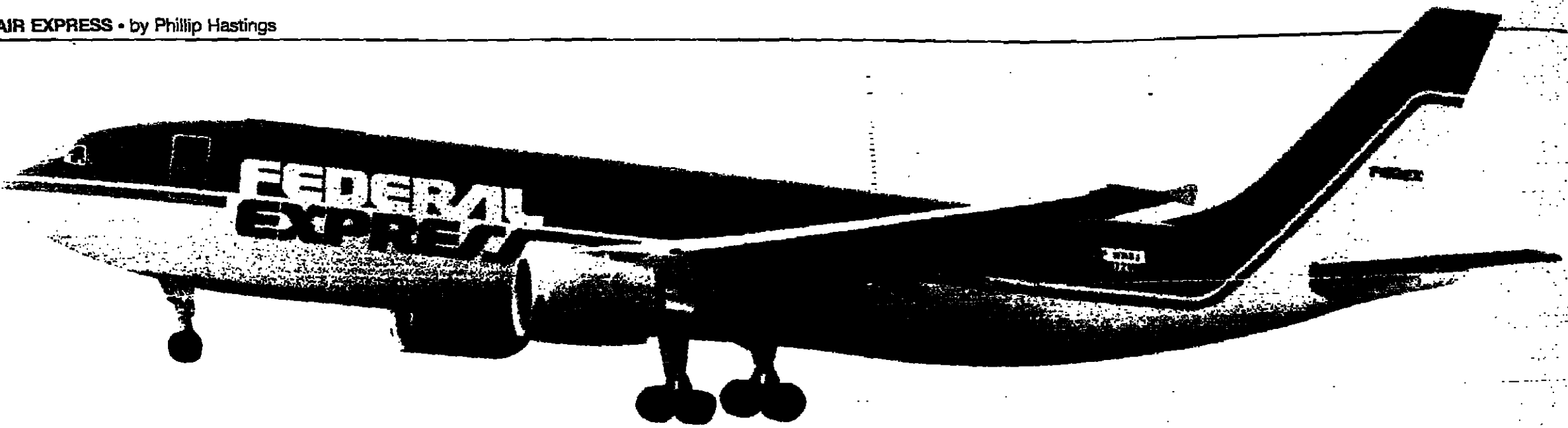
So why hand your next important package to just any delivery company and hope it gets where it's going? When you can trust it to the one that knows where it is every step of the way. UPS.



Consider it done.

## 2 COURIER AND EXPRESS SERVICES

AIR EXPRESS • by Phillip Hastings



## Dogfight intensifies in booming air cargo sector

## Airlines fight traditional market giants for a slice of rapidly growing business

Airlines are stepping up their efforts to carve out a share of the international air express market. One of the world's leading scheduled airline cargo carriers, Lufthansa, for example, recently introduced a complete new range of time-definite products that include two levels of express service.

Such moves are being encouraged by surveys of future global air cargo industry prospects, which continually highlight the big potential for growth in express traffic.

Late last year, for instance, David Pierce, chairman of The International Air Cargo Association's (IACA) research and development committee, predicted the express sector would increase its current

share of the world air cargo market from around 6 per cent to 40 per cent by 2016. That expansion, he added, would be achieved during a period when the world air cargo market as a whole was likely to triple.

Mr Pierce, who is also regional director marketing-cargo revenue analysis for Boeing Commercial Airplane Group, said development of the international express market was following a similar pattern to that of the US. There, the express share of the overall domestic air cargo market had grown from virtually zero 20 years ago to account now for more than 60 per cent.

In the past, continued Mr Pierce, shippers had only used air cargo in an emergency. "Today, it is an integral element of the distribution channel. Customers use air for sound business decisions. This is the basis for increasing change in the industry," he said. "The customer now realises the importance of efficient distribution channels and is directly involved in designing and creating their future. Shippers have begun to outsource parts of the logistics process and are focusing on making time-definite service more important." As in the US, where Federal Express, United Parcel Service and DHL made much of the running when it came to developing the big express operations, the big integrators have set the pace in terms of global air express service expansion. Together with Netherlands-based TNT (now owned by KPN), they very much stole a march on the airlines during the 1980s and early 1990s and quickly won a major share of the premium end of the air cargo market.

Over the past few years, though, the airlines and their traditional industry partners, the freight forwarders, have fought back with new express service developments of their own. Potentially one of the most significant of such developments in that context is a new product portfolio launched by German carrier Lufthansa Cargo in April. This moves away from the airline industry's traditional use of specific flight numbers for freight bookings to focus on guaranteed transit times. That change will apply to both standard cargo and express shipments.

That new product range, which is now being progressively rolled out around Lufthansa Cargo's global route network, comprises

td.Pro - a service for standard cargo; td.X - an entry level express service; and td.Flash - a premium express service. Shippers, who have long been urging the traditional air cargo industry to move more towards time-definite products, have welcomed the Lufthansa initiative.

Chris Welsh, secretary general of the European Air Shippers' Council, points out that an industry document outlining "Key Performance Indicators for the Air

Freight Industry" and published last year stresses that one of the key areas of performance measurement should involve cargo arriving at the destination airport at the time agreed when the booking was made. "The Lufthansa Cargo move appears to be following that line and we are delighted the industry is now starting to go that way," he says.

Many other airlines have also introduced new express service developments over the last year, or stepped up development of existing products, although most are targeted primarily at forwarders and courier/express companies rather than directly at shippers.

Scandinavian Airlines (SAS), for instance, recently started trials with a new intra-European airport-to-airport courier service. Key features of the operation, which is designed to handle courier shipments of up to 30 kilos, are close-out and retrieval times of 45 minutes.

Meanwhile, Dutch carrier KLM is further expanding the airport-to-airport express operation it launched in mid-1997. With effect from June 1, five more European stations - Barcelona, Madrid, Rome, Milan and Zurich - were due to be added to the KLM Cargo express service network, increasing the number of points covered to over 30.

The last few months have also seen Air Canada make its recently-launched guaranteed international express service available to all shippers and forwarders on flights from London Heathrow, Paris, Zurich and Frankfurt to Toronto. Customers can present shipments to the airline cargo terminal up to 90 minutes before flight departure. At the destination end, shipments are made available within 90 minutes of the aircraft's arrival. The maximum weight per piece accepted for the service is 32 kilos and there is a money back guarantee for any service failure.

Leading freight forwarders, or logistics service companies as they increasingly like to be called, are also staging something of a fight-back when it comes to handling air express traffic.

US-based Emery Worldwide, for instance, functions as an integrator in North America, where it operates a fleet of nearly 100 freighters, but also offers global air express services based mainly on the use of existing commercial air cargo capacity. One exception is the North Atlantic where the company operates scheduled daily DC8 freighter flights between its European hub in Brussels and its central North American sorting hub in Dayton, Ohio. Those flights enable Emery to offer European customers next-second business day delivery services in North America.

The general potential for forwarders to successfully compete for some international air express business is highlighted by the experience of multinational Euro-

pean aircraft manufacturer Airbus Industrie. A spokesman for the company explained at an express industry conference last year that parcel traffic flows from the Airbus Industrie headquarters in Toulouse, France, were controlled through its own logistics centre, but the majority of actual transport was subcontracted to express companies and forwarders. A review of the big freight forwarders and the integrators carried out before establishing that system, he continued, had proved that integrators were still the best link for very small parcels. By that, though, he added, he meant items of under about 5 kilos, not the 30 kilos often mentioned when describing parcels.

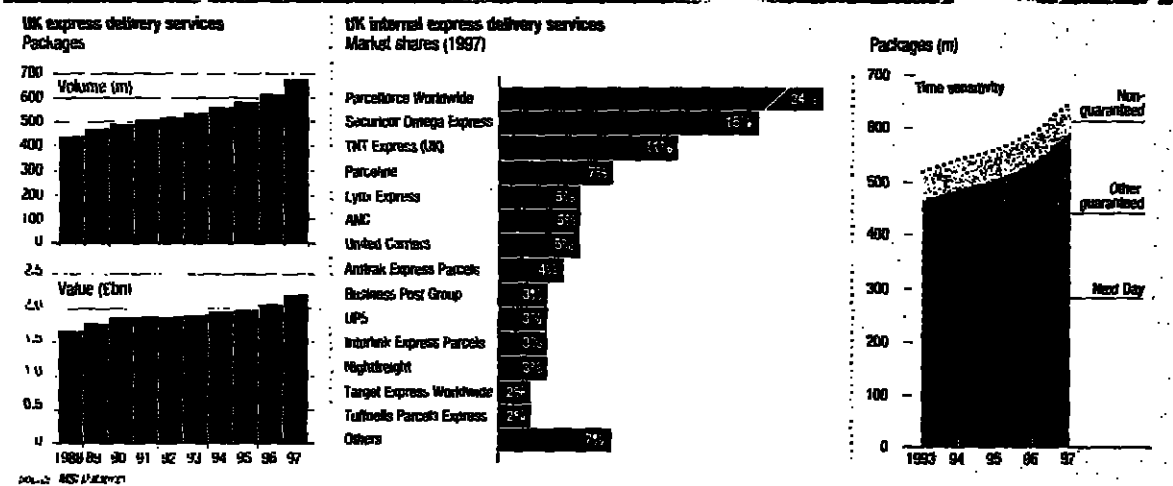
For larger parcels, he claimed, forwarders were very competitive and now handled around 75 per cent of Airbus Industrie's parcels business, compared with 26 per cent carried by integrators.

For larger parcels, he claimed, forwarders were very competitive and now handled around 75 per cent of Airbus Industrie's parcels business, compared with 26 per cent carried by integrators.

For larger parcels, he claimed, forwarders were very competitive and now handled around 75 per cent of Airbus Industrie's parcels business, compared with 26 per cent carried by integrators.



Part and parcel of doing business



## Postmen have rung twice

CONTINUED FROM PAGE 1

barriers around the world, generate new trading opportunities.

In the more developed countries there have been moves to tele-working - with employees working from home - and to home shopping, where customers buy from a virtual or on-screen catalogue. Both are fueling demand for home delivery services, says MSI Marketing Research for Industry, in its latest review. But for all this trend towards greater globalisation, there remain impediments to the growth of the parcels sector. The restrictive regulation of air transport by European governments and the outdated methods of many customs administrations were highlighted by Jim Kelly, UPS chairman and chief executive, in a speech last month.

He condemned air transport regulation as "ill-suited to the new lines of business offered by the air transport industry today". Customs, meanwhile, had yet to respond adequately to the development of electronic commerce and the growing complexity of global trade. Despite these problems,

most European domestic markets are growing by 4 to 5 per cent a year in volume terms, although many international outbound markets are expanding by 10 per cent and more, says Triangle Management Services, a courier and logistics consultancy.

Competitive pressures are reducing margins in both the domestic and international markets. Profits still tend to be higher for international business but increasing pressure here is one factor behind the consolidation that is taking place between the post offices and the parcels groups.

In the UK, MSI is forecasting 8 per cent volume growth this year and next, falling to just 2 per cent in 2002, although total volume growth over the five years will be 18 per cent. MSI expects domestic prices to firm slightly but the push into international operations - many companies are adding "worldwide" to their brand name - will put international prices under pressure.

One factor that has depressed margins has been the pressure from customers for shorter delivery times without any corresponding

increase in prices. "The difference in price between next day express service and other services has been significantly eroded in recent years, making the service particularly attractive to customers, but not as lucrative for the express delivery companies," said MSI in a review of the UK market.

But if some parcels groups have allowed the differential to be eroded, others see a clear demarcation between the different levels of service provided as an opportunity to target their markets more effectively.

Claude Bégé, vice-president for southern and eastern Europe at TNT Express International, distinguishes between the parcels market, which guarantees delivery on a particular day and the more expensive express market, which promises a "time-certain" delivery.

The parcels market involves large volumes of business to business consignments moved by road. "This is the McDonald's approach: there are only three types of hamburger but they are cheap."

He contrasts this with the express market, which requires more sophisticated technology to track and

trace shipments, and provide proof of delivery. This is more responsive to customers' individual needs but is more expensive.

"Both are developing but we believe express will be the winner and we are focusing on that," says Mr Bégé. "We want to invest in premium quality rather than fight it out on price."

In parallel with this concentration on higher value deliveries, some companies in the parcels industry have begun to move into the logistics sector.

DHL is developing a network of logistics service centres next to its parcels hubs. Their activities only account for \$150m-\$200m, of the total revenues of \$5bn, but they are growing. ParcelForce is also building a logistics business from the in-house distribution system it runs for the Post Office's 190,000 employees.

Expanding into new areas and keeping up-to-date on the technology that is required to stay ahead require deep pockets. This suggests the consolidation of the parcels industry will continue. DHL and TNT may not be the only ones to respond to the postman's knock.

## PROFILE DHL

## Deutsche Post's stake represents coming of age

For a company as proud of its entrepreneurial origins as DHL Worldwide Express, the recent acquisition of a 22.5 per cent holding by Deutsche Post, the government-owned German postal service, represents something of a coming of age.

Deutsche Post bought out the holding in DHL International owned by Larry Hillblom, one of DHL's three founders, until his death in an air crash three years ago.

The shares, which had been bought in temporarily by the company after Hillblom's death, were acquired in March, though the transaction is still subject to the approval of the European Union competition authorities. Deutsche Post also has an option on a further 2.5 per cent holding.

Prominent in DHL's promotion of its image has been the story of how Hillblom, together with Adrian Dalseg and Robert Lynn, set up the company in 1969 to transport shipping documents overnight by air from San Francisco to Hawaii. This allowed the documents to arrive ahead of the goods being shipped, reducing delays in customs.

This association with a youthful, West Coast past has been a powerful asset for an express courier company like DHL. It - and its rivals - still make much of a vigorous, "can do" approach to doing business.

This is in stark contrast to the image enjoyed by most postal administrations. But the Deutsche Post link not only provides a home for the shares; it gives DHL a marketing outlet through 15,000 post offices and access to the post office's "deferred" - that is, two to three day - road delivery network. Deutsche Post, in turn, can use DHL's network for overnight deliveries around the world.

DHL plays down the prospect of significant changes in the way it operates following the arrival of Deutsche Post. It has, after all, had large corporate shareholders for



Victor Guinesso, president of DHL Airways, with plans for a new sorting centre in Cincinnati

many years. It already counts Lufthansa, the German airline among its owners while other large minority stakes are held by Japan Airlines and Nishio Iwai, a Japanese trading house.

But the arrival of Deutsche Post as a large shareholder does provide a partner offering considerable opportunities for close co-operation as well as strengthening the German influence over DHL.

Changes in share ownership are not the only developments which are making their mark on DHL. From its origins in moving documents, the company has steadily shifted away into the parcels business, handling products and components for a wide range of industry sectors.

Documents accounted for 80 per cent of shipments as recently as the late 1980s but had fallen to 46 per cent by last year and are expected to account for only 5 per cent in 2005.

The documents market is continuing to grow but is increasingly challenged by the fax and the internet. In the first quarter of 1998 the volume of documents handled by DHL rose by 10 per cent but parcels increased by 25-30 per cent.

As a logical extension of this closer involvement with its customers' products - as opposed to their paperwork - DHL has also begun to move into the market for logistics services. This still only

accounts for \$150m-\$200m of total revenues of \$5bn but is growing rapidly. "We used to deliver a parcel from a to b but now we are part of our customers' supply chain," says Charles Menkhof, head of European logistics.

DHL has established eight regional logistics centres, where sub-assembly work on personal computers and other products can be carried out, and 54 parts centres which hold spare parts for field engineers. The aim is to allow manufacturers and suppliers to reduce inventories but still provide a fast service to their customers.

Logistics may prove successful, though the market is becoming increasingly crowded, and at least one parcels group has sub-contracted out its business in heavier freight shipments. But DHL's future growth will depend on continuing to innovate in its core business.

Good ideas developed in one country are filtered through the Brussels headquarters and put out on the company intranet, explains Rob Kuipers, chief executive. Recent examples include the use of cycle couriers in Austria and "team buses," which cut down on vehicle use in crowded city centres. In London a team bus leaves Heathrow early in the morning with sorters working on parcels which have arrived overnight by

air. When it gets to central London between 7am and 8am 20 walking couriers spread out to make deliveries to the final destination.

In Amsterdam there is a similar project but using a canal barge as a floating sorting office linked to walking couriers. Team buses are also planned for Paris and Istanbul.

As well as spreading best practice, DHL must also ensure that it provides a uniform level of service in all of the 227 countries where it operates. This is achieved by setting corporate service guidelines on the speed of pick-ups, telephone response times and commitments to delivery times.

One more lighthearted way of welding the company's far-flung activities together into a cohesive whole is an annual football tournament held in Belgium which attracts teams from 40 countries. It involves up to 3,000 employees who pay half of their own travel costs.

Deregulation of many industries and the removal of barriers to trade in regional groupings such as the European Union is continuing to fuel the growth of the express delivery market. Mr Kuipers foresees continuing double digit rates of revenue increases over the next few years after 20-25 per cent rates of annual growth recently.

Charles Batchelor

Delivering the goods online



POSTAL SERVICES • by Phillip Hastings

# Mailmen push back the commercial envelope

Businesses are set to benefit from transformation taking place in the mail industry

Commercial developments are transforming the world of international postal express and mail services against a background of developing but still patchy industry liberalisation at governmental level. In the words of Tim Walsh, director international affairs and business strategy for the UK's Royal Mail, postal services are "changing from a world of highly regulated, publicly-owned, national monopolies to one of private-owned competitive companies operating across national boundaries in liberalised markets".

Similar conclusions were reached in a 1997 international mail study published by UK-based postal and express industry consultants Triangle Management Services.

"Policy or no policy, the much talked about deregulation of the mail industry is happening in the international market, with enormous impact on the competitive structure of the industry," they said.

Latest evidence of that trend is provided by German postal organisation Deutsche Post, which recently announced the acquisition of a 22.5 per cent stake in one of the world's top four international express service operators, DHL International. That development, which will give the former access to DHL's global air express network, followed moves by Deutsche Post last year to set up its own parcel transport operations in several neighbouring countries,

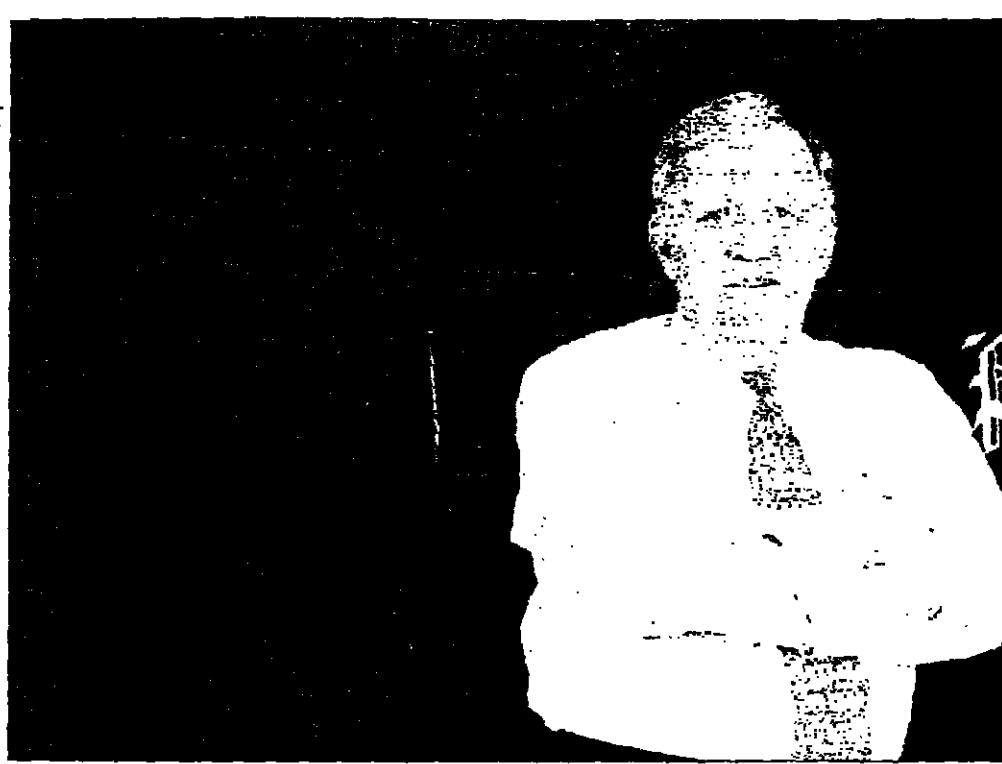
including the establishment of majority-interest joint ventures in Belgium and Poland.

A year earlier, Dutch postal services counterpart, the privatised KPN organisation, bought another of the big four global express companies, TNT Express Worldwide.

The still government-owned UK Post Office has to date been partially constrained in terms of that sort of development by limits on its commercial freedom. However, senior executives hope the current government review of its future will pave the way for greater scope to expand internationally.

Elsewhere in the world, several other postal authorities have already been privatised, notably those of Singapore and Argentina, while a larger number have been transformed into joint stock companies with private sector commercial freedoms. Such developments, say postal and express industry observers, are effectively opening up international delivery service markets to greater competition, not only between post offices and private sector companies but also between different post offices.

"Private courier and parcel companies have long since competed against postal operators, and competition has now spread to the international letters market," confirms Royal Mail's Mr Walsh. At the same time, he continues, a number of European post offices are now targeting the UK's international mail flows and channelling cross-border bulk business mail out of the country. "We ourselves have successful sales operations in the United States and in the main European markets,



United Parcel Service chairman and chief executive Jim Kelly in front of one of the company's vintage delivery trucks

Alan Mather/AP

with a customer base of major multinationals," he says.

Running in tandem with commercial developments in the postal industry are various governmental moves to modernise and liberalise that sector. Globally, such developments are being coordinated by a Swiss-based United Nations agency called the Universal Postal Union (UPU). Its basic role is to inter-connect national postal operations around the world by agreeing the types of services to be made available to international customers and setting the access conditions, technical standards and operating arrangements for exchanging mail between countries. The UPU's next congress, due to

be held in Beijing in August 1998, is expected to result in major postal industry changes being agreed.

Thomas Levey, the organisation's director general, signalled that point at the recent 9th World Express & Mail Conference in Washington, when he described 1999 as "a pivotal year" for the UPU, and said that change in the postal sector was "inevitable".

However, the global postal sector picture is complicated by the fact that liberalisation of individual national markets still lies in the hands of national governments or, in the case of Europe, increasingly with the European Commission (EC) and ultimately the European Council.

The EC has in fact been looking to liberalise the European postal market for most of the last decade but has struggled to reconcile the often conflicting interests of competition considerations and the established telecommunications industry. That conflict has been highlighted by the progress of an EC directive on "Common Rules for the Development of Community Postal Services in Europe and the Improvement of Quality Service". When first proposed at the end of 1985, that directive was generally heralded by the international express industry as a modest but welcome step on the path towards European postal industry liberalisation. However, by the time it was for-

mally adopted by the European Council, in December 1997, it had been considerably watered down to allow only very limited opening of the postal sector in the near term.

That development brought stinging criticism from the European Express Organisation (EEO) which represents a group of leading private sector express operators. "It is a toothless measure," claims Jaap Mulders, the organisation's chairman. In fact, the directive also calls on the EC to bring forward new proposals on liberalisation before the end of this year. The European Council and the European Parliament must then decide on further moves before January 1, 2000.

However, express industry sources believe full liberalisation of the sector now looks unlikely to start taking effect before 2003 at the earliest. Meanwhile, the EC has been reviewing the postal industry's REIMS (Remuneration of the Exchange of International Mails) agreement, which covers the charges post offices make to each other for delivering incoming international mail. Phased introduction of that agreement in Europe was actually due to have started earlier this year. However, national post offices are holding back from implementation until planned publication of the EC review next month.

A further complication is the fact that the Dutch post

office (KPN/TNT) has to date refused to sign up to REIMS, on the grounds that the agreement would increase some international mail service costs. The current resulting confusion is highlighted by Colin Mitchell, chairman of the European Mail and Express Services Users' Association (EME-SUA). "It is still not clear whether the REIMS agreement will be implemented this year, whether the EC will ask for further changes to it or what will happen if the Dutch do not sign up. The post offices and the EC have said all along that if the agreement is to work, all the European Union postal administrations, at least, must be a party to it," he says.

TECHNOLOGY • by Michael Terry

## Delivering the goods online

Express delivery operators seek innovative ways to differentiate themselves

From this summer, companies and individuals in America will be able to send confidential documents through what is claimed to be the world's first commercially-run, secure internet document delivery service. Widely being seen as a shrewd move by US integrator UPS to steal core business from international document and parcels carrier DHL Worldwide Express, the launch of UPS Document Exchange is the latest example of how the express delivery industry is harnessing internet technology to benefit itself and its customers.

The UPS service offers two options. Online Dossier, for critical and confidential documents, uses a double encryption security system and employs identity validation through digital certificates. It features document delivery confirmation, tracking, user insurance and third-party validation.

Online Courier, designed for those requiring universal solutions for document exchange over the internet, is built on an open environment that allows customers to send documents to anyone, regardless of the e-mail software, the operating system or the hardware being used by either sender or receiver. Options on offer include password protection, encryption and tracking and receipt confirmation. The company was unable to say when the service would be introduced into Europe.

Technology is the key factor by which express delivery operators seek to differentiate themselves. Whereas they initially devoted themselves to developing high speed sorting machines, EDI links with customers, computerised tracking and electronic proof of delivery systems, they are now concentrating on ways of exploiting the internet as a medium to enhance customer service and control costs.

Having for some time already offered track and trace facilities over the internet, they have started to develop web sites where customers can place orders, fulfil procedural requirements

and even file complaints.

US operator DHL Worldwide Express, will next month release DHL Connect, a "point and click" application that integrates customers' software with the world wide web and automates procedures for preparing documentation, requesting collection, tracking and tracing of consignments - including those sent via other express carriers - pre-notifying receivers, preparing lists and reports and ordering packaging supplies required for shipping. Because the application, which cost \$5m to develop and has been on trial in the US, allows customers automatically to carry out the shipment procedures, DHL estimates it can save operating costs of 75 cents a shipment.

TNT, part of the Dutch post office, expects to have a virtual customer call centre online by the end of the year. The operator already offers Webcollection and Webtracking facilities. This month it plans to launch Webrating, which will help customers calculate the cost of sending consignments anywhere in the world. It is even developing a facility for customers to file a complaint.

Louis Du Pre, a marketing director, says: "This will give customers the choice to either contact us direct through one of our normal customer call centres, or over the internet. We plan to integrate our PC applications so that customers can download consignment information instantaneously into their systems and immediately create their own invoices and customs documentation."

UK express operator Parceline, whose web site went live in April, has good news for managers concerned at staff that surf the internet when they should be working. It has developed a virtual internet service provider for its web site, which creates a closed user group within Parceline's control and, in conjunction with firewalls, prevents unnecessary surfing.

A special feature of the operator's internet tracking facility is that it enables customers to empower their own despatch parcels from despatch to delivery and let them know which colleague signed for it.



Other end of the technology scale: Geoff Wilson London cycle courier

Brandon Carr

The tracking can be carried out using a reference-by-consignment number, delivery postcode, sender reference or collection request number. The operator says it is planning to offer major customers their own bespoke tracking page.

But the internet has also had its share of disappointments for the industry. Last Christmas, UPS launched a trial web site shop, which put 130 retailers online during December and January. Of 180,000 visitors to the site, just 14,000 registered as users and only 226 made purchases. A report by management consultants KPMG blamed the poor performance on high prices arising from Europe's complex tax and duty arrangements.

Its reliance on information technology has forced the industry to be alert to the problems of the so-called "millennium bug". As a prerequisite to taking action, most operators have been

engaged in major programmes to help them identify the scale of the problem. However, French operator Chronopost, part of the French post office, is one of the few exceptions. Because the company was only founded in 1986, president Frère Tiberghien says the software and systems which it operates are new enough not to be affected.

In contrast, DHL estimates that it may have to replace about 40 per cent of the PCs it has sited across 7,500 customer locations across Europe to enable its computer systems to cope with the bug.

It has set aside \$25m to deal with the problem worldwide and has just completed a year-long inventory of hardware and software. It is distributing special diagnostic software to allow its customers to decide for themselves whether they need to replace their PCs, upgrade them or take no action.

TNT, which completed a global audit of all computers and computerised equipment last February, says its core Global Link system, which networks every TNT depot and hub, and Partnership Express and Partnership Tracker systems are year 2000 compliant. However, it has developed a contingency programme to ensure trouble-free operations after the turn of the century if its equipment suppliers have not completed on time the task of ensuring that non-core systems are compliant. It says every machine that depends on computer hardware and software - from sorting machines and scanners to timing devices and process control equipment - is being tested and checked to ensure that operations can continue unhindered. The contingency plan will use a "windowing technique" that can calculate the century from the value of the year field.

UNITED STATES • by Richard Tomkins

## UPS and FedEx move post goals

Rivalry intensifies between the two giant delivery companies

The US package delivery business is worth \$70bn a year, and plenty of companies have a chunk of it. But the main competition is between the two industry giants, United Parcel Service and Federal Express - and the battle is raging ever hotter.

Until recently, FedEx had concentrated almost exclusively on the business it pioneered 25 years ago: express delivery of urgent, higher-value items by air.

Earlier this year, however, FedEx directly challenged UPS's traditional dominance of the market for routine, ground shipments by merging with RPS, the biggest operator in the ground shipment business after UPS and the US Postal Service.

FedEx and RPS, owned by a newly-formed holding company called FDX, said the move would turn them into a one-stop shop for shipping, able to meet all their customers' needs - including the ones served by UPS.

But now, UPS is hitting back. Having long ago started offering air express services alongside its traditional ground deliveries, it is now moving further into FedEx's market by creating a new service: guaranteed on-time delivery for ground shipments within the US.

The new service, which became available last month,

does not get packages to their destinations any more quickly: they could still take four days to cross the US. But at no extra cost, UPS guarantees to get business-to-business shipments to their destination on the promised date, or give customers their money back.

The service is significant because, having a definite delivery date is sometimes more important to shippers than speed itself - for example, in just-in-time manufacturing, where there is no latitude for delays in the delivery of components. Previously, FedEx had been the only carrier "absolutely, positively" guaranteeing on-time delivery.

UPS says: "All of our commercial shippers benefit because even if they are sending out something that doesn't absolutely have to be there tomorrow or the next day, it engenders a certain amount of confidence in them to know that it will."

Over short distances, the service could also prove much cheaper than FedEx's overnight service. A 10lb package shipped from New York to Boston, for example, is now guaranteed to arrive the next day whether sent by UPS's ground service or FedEx's air express service. But it costs only \$4.03 to send it by UPS's ground service, while to send it by FedEx's overnight service for 10,300m delivery costs \$28.25.

UPS needs a shot in the arm. Last year it suffered an extremely damaging strike that brought out all its blue-collar workers and virtually closed its US operations for

two weeks. Many UPS customers started using other delivery services during the strike, and UPS has still not won them all back.

Even so, one problem for UPS is that its new service will compete not only with FedEx's services, but with its own air express service. From now on, all package delivery companies will be under pressure to justify the higher cost of air services in the US domestic market.

FedEx shrugs off UPS's move, saying its express delivery services allow customers to specify not only the day on which their goods should arrive, but also the time. "All UPS can offer," FedEx says, "is the promise that the goods will turn up at some unspecified time on a day of UPS's choosing."

Their business specifies date, not time, and in just-in-time manufacturing, it's time that's important," FedEx says.

UPS, too, acknowledges that speed and time of delivery will remain the most important factor for many customers. As UPS concedes, in the New York-Boston example given above, its ground service only guarantees to deliver by the end of the business day - a promise that may not be adequate in the case of urgent goods.

Even so, FedEx's RPS sister company is moving quickly to match UPS, saying it expects to introduce its own guaranteed ground service soon. These developments look certain to alter the package delivery landscape in the US. The only question is how much.

Whatever your express delivery requirements

Telephone 06450 06450

think SOE

The UK's leading business to business parcels carrier. Sameday, nextday & international delivery services.

SECURICOR OMEGA EXPRESS

The one you can trust

## 4 COURIER AND EXPRESS SERVICES

ASIA • by Alan Xia

## Exports serve as the engine for expansion

Robust growth continues despite the region's economic troubles

The air express industry continued to record robust growth in Asia despite a host of new challenges triggered by the region's financial crisis.

"We have been able to meet or exceed our growth targets for different countries in the region, despite the financial turmoil. That has been very positive in light of the downward pressure caused by the currency declines on revenues," says K. M. Liu, Taiwan general manager for United Parcel Service (UPS), the world's largest express package carrier.

Growth in the industry has been fuelled by an export boom to the US and European markets, as currency falls have made Asian products, particularly those from the high technology and electronics sectors, much more competitive on western markets. Last year, international export volume at UPS and Federal Express Corp (FedEx), the US carrier, reached double digit growth.

Taiwan has been especially strong. During the first quarter of this year, UPS has been able to maintain last year's growth rate of over 30 per cent, led by strong demand from the island's high technology industry.

"We are witnessing an increasing demand for just-in-time delivery from our customers in the high technology industry, in part because they now realise that prompt delivery and distribution is an integral part of their business success and in part because of the increasing velocity of trade," says Mr Liu.

The change also reflects a gradual shift in the way the industry is defining its manufacturing processes and distribution needs.



Favoured means of delivery: tricycles carry dentist drill and chair through Beijing

"Our customers are increasingly relying on more frequent shipments of customised samples or products on a time-definite basis, instead of bulk stock products at periodic intervals. Rather than stockpiling inventory, they now assemble products after receiving orders," says Wilford Fung, Taiwan general manager of TNT Express, the leading European seas, another development favourable to the courier industry.

"These companies begin by sending documents, then samples, and finally ship finished goods as they expand sales into international markets," says Alan Cassels, DHL's Malaysia general manager.

Nonetheless, overall volume has risen, mainly because Asia exports more to the US and Europe than to its own countries.

"TNT's Mr Fung estimates that intra-Asian traffic accounts for roughly 30 per cent of total export volume from the region, with the remaining 70 per cent going mostly to the US and Europe.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.



DHL in Hong Kong: Asian volume has risen, mainly because of exports to the US and Europe

with exports to the worst-hit economies, such as Indonesia, South Korea and Thailand slowing to a trickle.

Because most tariff rates are denominated in local currencies, the carriers have resorted to rate hikes, a move which makes it much more difficult for cash-strapped companies to pay for premium express services.

"While exact figures are not available, the drop in customers from the financial, textile and some raw material industries has been especially prominent, spurred both by lower sales volume and, in some cases, bankruptcies," says UPS's Mr Liu.

Nonetheless, overall volume has risen, mainly because Asia exports more to the US and Europe than to its own countries.

"TNT's Mr Fung estimates that intra-Asian traffic accounts for roughly 30 per cent of total export volume from the region, with the remaining 70 per cent going mostly to the US and Europe.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

Currency declines reduced international operating income by approximately \$10m, says Alan Graf Jr, FedEx's executive vice-president and chief financial officer.

There have been no fundamental improvements in the Asian economies since the post-holiday slow-down. FedEx expects international operations in the seasonally strong fourth quarter to be profitable, but fiscal 1998 international results will remain below fiscal 1997 levels.

The wave of currency devaluations, however, has also led to higher business costs for staff, aircraft and raw materials, such as paper fibre. It has also given rise to sharply higher ground and air transport fees, especially for carriers with less exposure - and therefore fewer aircraft - in the region, such as TNT. Higher fixed and capital costs associated with 25-30 per cent increase in capacity in Asia was a key reason FedEx posted a \$6.8m operating loss in its international operations for the quarter ending February 29, despite generating higher revenues than the same quarter a year earlier.

els. In contrast, UPS managed to post a pre-tax income of \$34.5m for the quarter ending March 31, a sharp turnaround from a loss of \$31.1m during the same period in 1997. This result followed record fourth quarter results in the region last year, when it posted a 26 per cent increase in volume and 21 per cent increase in revenues compared with the last quarter of 1996.

The uncertainty about the region's future economic performance has so far not affected the carriers' expansion plans. In fact, expansion, rather than contraction, remains the norm. All the carriers have continued to develop the speed and scope of their services.

"Recessions allow us to capitalise on new investment opportunities because we are a global industry. No one wants to leave missing links in their distribution networks," says TNT's Mr Fung. "The currency devaluations have also made facilities and some supplies much cheaper to buy," he says.

UPS is still committed to completing its \$400m regional hub in Taipei by 2000. It has also continued to expand to other parts of Asia, such as India, through a 50-50 joint venture with a local partner. The company employs about 2,500 people in the region and no cuts are imminent.

DHL recently unveiled two new cargo facilities in Malaysia, with in-house customs clearance units and sophisticated new technology that incorporates remote frequency scanners at a total cost of \$1.8m because the existing facilities were already operating beyond capacity. It also spent an additional \$22m on a new information technology hub linking Asia Pacific and the Middle East.

Last year, FedEx earmarked \$38 million for new facilities at its Anchorage, Alaska hub to accommodate growing volume from Asia to the US. It also built a new transshipment hub in Taipei, with high speed processing capabilities, and cut transit time from Asia to the US in half through new non-stop flights from Osaka, Japan, to its US hub in Memphis, Tennessee.

EUROPE • by Michael Terry

## State of Union addresses

Cross-border express deliveries soar, as customers consolidate operations

It is a measure of the emerging market for European Union cross-border express delivery services that US-owned, integrated express parcels operator FedEx has chosen to return to the European fray.

Volumes in the \$60m-a-year sector, said to account for 20 per cent of the EU's total \$300m-a-year express market, are widely expected to grow by 10-15 per cent a year over the next five years. Volumes in the EU's national domestic markets are expected to grow by an average of 5-10 per cent a year. As a result of apparently misreading the market, FedEx humbly had to disengage itself from the region's domestic and cross-border parcels activity in 1992 and concentrate instead on intercontinental traffic.

Paul Jones, a FedEx vice-president for marketing, blames the troubles on having to compete with too many low cost, low-tech operators. "In what was then a highly immature market it was difficult for a company of the size and sophistication of FedEx to create advantage for its customers and charge the right price for doing so," he says.

He insists the decision to resume cross-border services is to enhance intercontinental services. To cater for the anticipated volume increases, FedEx is building a \$300m sorting centre at its European hub at Charles de Gaulle Airport, Paris. The modular facility, the first phase of which is due to open in June 1999, is designed to cope with a five-fold increase in volumes.

Demand for cross-border express deliveries is being driven by manufacturers and retailers as they centralise European operations and implement just-in-time supply chains in order to meet the twin challenges of the European single market and the European single currency.

Major players in the industry - postal administrations, integrators and leading independent operators - are braced for fierce competition.

A big challenge was investigated when US integrator, UPS, declared its intention to raise itself from third place in the European international express delivery league and topple DHL Worldwide Express from its seemingly entrenched position as market leader.

The bid was backed by a \$1.1bn investment package in road and air transport, sorting facilities and computerised information systems. Twenty-two months later, UPS, European operations of which have been making a loss since it first entered the region in 1976, is claiming its gamble is paying off. It says its cross-border volumes have begun to increase at over twice the rate of the market. For its latest two quarters it has reported European international express volumes up by 40 per cent and 35 per cent respectively, year-on-year.

It says, as a result, it is poised to snatch second place from TNT, the former Australian integrator that now belongs to the Dutch post office, but declines to support the claim with precise figures.

DHL challenges the claim. Business development director Roger Crook says: "UPS may have increased its volumes, but it hasn't increased its share."

DHL's latest survey puts itself top with a 45 per cent share, 2 per cent up on 1996. It places TNT second with 18 per cent, the same as in 1996, and UPS third with 14 per cent, also level with 1996. FedEx comes a poor fourth

with 5 per cent, 1 per cent down on 1996. Significantly, the remaining 20 per cent share includes the growing band of smaller, independent, national operators that are formalising network arrangements with counterparts in other countries.

Crook says: "There is increased competition from the independent, road-based, national operators. They are being forced to provide cross-border services for their customers and are developing international networks by forging cross-border alliances."

Derek Moore, courier and express industry specialist at management consultants Coopers & Lybrand, says: "The emerging battle between the integrators and the independents for cross-border trade will focus on the medium-sized companies."

The network alliances include DPD (Direct Parcel Distribution), EuroExpress, General Parcel, Eurodis and Europolit Express. They say they do not have the enormous overhead of the integrators' global infrastructures and can therefore provide highly competitive rates, especially for the medium to lower volume traffic.

DPD, which focuses on single parcel deliveries and all franchise operations in 18 countries, claims to be the leading independent road distribution network in Europe.

In 1997 it reported delivering over 268m parcels, 9.4 per cent up on the previous year. EuroExpress, originally set up as a loose alliance of 10 national parcels carriers, is this summer restructuring itself into a franchise format. A managing director is being appointed to co-ordinate sales and marketing.

Chairman Philip Rose, whose UK company Lynx staged a management buy-out a year ago from UK transportation group NFC,

claims the alliance's cross-border volumes are growing by 40 per cent a year, and that its revenues currently stand at over £100m a year. Privately-owned French operator Jet Services, with operations in France, Germany, the UK, Belgium, the Netherlands, Spain, Italy, and Switzerland, stands alone among the independents insofar as it runs its own fleet of aircraft and is seeking to build its own intra-European network through acquisitions. Its February acquisition of NVS (Nacht Verteller Service), a German overnight deliverer of spare parts for the motor industry, extended coverage of Germany and Switzerland and also took in Hungary.

A report by market analysts, MarketLine, says the combined value of international and domestic express parcels activity in the five largest European markets - Germany, France, the UK, Spain and Italy - will grow by over 41 per cent from \$25.15bn in 1995 to \$35.71bn in 2001. It says that Germany accounts for 31 per cent of the region's total, France for 24.3 per cent and the UK for 13.4 per cent.

Moore says that increasing downward pressure on rates is forcing express operators to offer added-value logistics services.

Using air and road, TNT, which in April opened its \$82.59m European Express Centre at Liège airport, Belgium, collects components from suppliers across Europe for just-in-time trackside delivery for cars manufactured by Vauxhall, Rover, Jaguar and Volvo.

Together with computer manufacturer IBM, Jet Services has set up an overnight service for supplying field engineers with spare parts for repairing computers, and telecom, medical and office equipment. It is now developing a third-party service for storage and management of the spare inventory.

## Choose ParcelForce Worldwide

ParcelForce Worldwide has more ways to deliver more parcels to more people in more places than any other parcel carrier in the world.

You want to make sure no-one's out of reach of your business. Who would you choose?

It starts with a network that covers 239 countries and territories, involves 6 million people - and can reach every potential customer on the planet.

Now you can't offer your customers a better service than that.

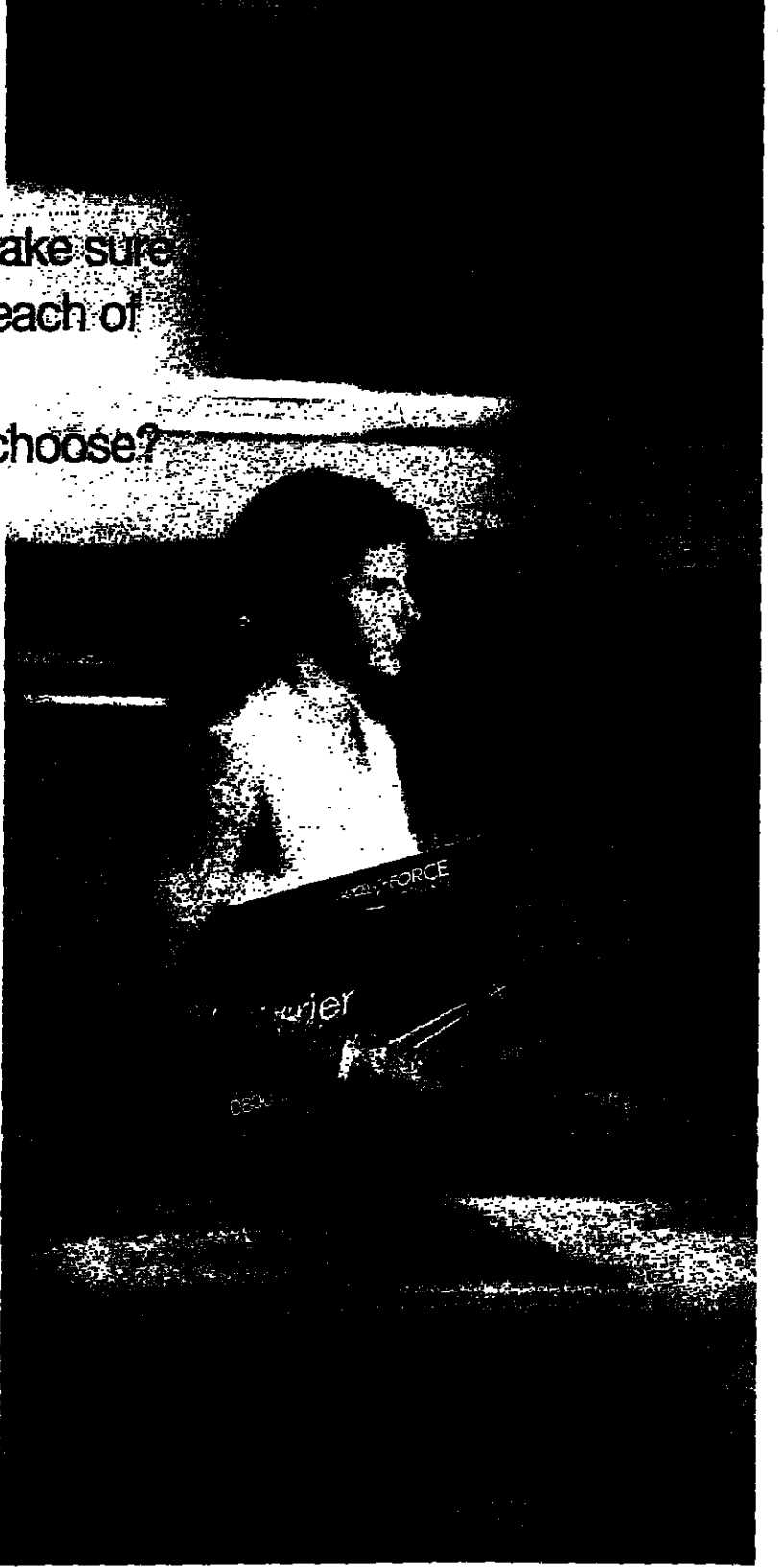
But that's not the only advantage of dealing with one of the world's largest parcel carriers.

If you want speed, then what we collect today we deliver to many European cities by either 8.30 or 10.00 am tomorrow and to 100 major cities in the USA by noon.

We run the latest in computerised tracking technology for guaranteed reliability. We offer so many services that you're certain to find the right combination of delivery time and cost.

Or you can hand the whole problem to our Logistics Division, who'll plan and operate customised end-to-end solutions for you.

And while we won't promise the earth, we can certainly deliver 99.6% of the world's.



For further information please call free 0800 22 44 66

PARCEL-FORCE WORLDWIDE

JAVICO 150